



# Factors Effecting Motivation And Its Impact On Work Performance - A Study On Secretariat Of Naifaru Council

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## ABSTRACT

This study's primary purpose is to determine the elements impacting employee motivation, the influence motivation has on performance, and to establish a more effective employee motivation strategy for the "Secretariat of the Naifaru Council." The study focuses on the intrinsic motivation elements that influence their level of motivation. The study employs qualitative research and descriptive research design to investigate the aspects influencing employee motivation and the influence on performance at Naifaru Council. The survey is conducted exclusively with Naifaru Council workers. A sample size of 15 employees was employed to collect data, and simple random sampling was used to choose participants for the study. A structured interview questionnaire was designed to collect data from the participants, and each participant was interviewed individually. The acquired data were transcribed, and theme analysis was utilized to examine them. The study indicated a correlation between employee motivation and job performance. Their motivation level is affected by intrinsic elements such as recognition, training opportunities, devolution of authority, and fairness among employees, which in turn affects their work performance. The analysis revealed that the firm does not have a defined policy for increasing employee motivation. In addition, management cannot draw the intrinsic variables that influence employee motivation the most. It is advised that the command adopt an effective employee motivation policy inside the organization to increase their motivation level systematically, which will be reflected in their performance. In addition, the organization must welcome and recognize the influence of intrinsic motivation elements on their level of motivation, which will boost their work performance.

**Keywords:** Naifaru Council, Performance Appraisal, Human Resource

## 1. Introduction

Human resource is essential for all organizations to remain competitive in today's society. Macke et al. (2019) underline that acquiring and retaining qualified personnel is one of the greatest difficulties facing enterprises today. Workers are an organization's most significant asset. Human Resources (HR) is responsible for increasing employee motivation to improve organizational performance (Boon et al., 2019). When employees believe their management will recognize their efforts, they will perform at their highest level. According to Baron (1983), numerous factors can influence employee motivation, including the relationship between the employee and the employer, the working environment, training and development, job security, the company's overall policies and procedures, and delegation of authority. These aspects directly affect staff performance (Amrutha & Geetha, 2020). Insufficient motivation is one of the most important reasons employees leave a firm (Amrutha & Geetha, 2020). Employee motivation and performance are affected by training, the work environment, and other variables (Amrutha & Geetha, 2020). The needs of employees and their level of

motivation may vary from one firm to another depending on the circumstances (Stone et al., 2020). The organization must comprehend what motivates and increases its performance.

The Naifaru Council is the government's legislative body (Corinaldesi et al., 2020). There is a predetermined basic pay and allowance for employees (Carnevale & Hatak, 2020). Therefore, employees must get overtime pay proportional to the time spent on office work outside normal business hours. The organization must intrinsically motivate personnel (Pak et al., 2019). Workers vary in job abilities and willingness to perform duties (Pak et al., 2019). Motivating employees is to encourage, convince, inspire, and even induce them to contribute to achieving an organization's goals (Pak et al., 2019). Naifaru Council is the governing body responsible for interacting with island residents and developing new projects. The organization's workforce must be quick and motivated in their task (Werdhiastutie et al., 2020). Each employee's motivation depends on the intensity of their motivations (Werdhiastutie et al., 2020). Human conduct is determined by a person's wants, needs, desires, or internal urges, categorized as motives. So, motivation is the development of behavior, the maintenance of growth, and the regulation of behavior in a specific action (Maduka & Okafor, 2014). Every worker has the desire to advance in their sector. Some employees within the firm have difficulty gaining access to the training they desire (Ozkeser, 2019). Due to the limited number of available seats for the training or workshop, the management may occasionally deny one of the employees the opportunity to participate (Ali & Anwar, 2021). Providing them with access to personal development and the necessary training can motivate them (Ali & Anwar, 2021). Also, every employee should have equitable access to training and professional growth.

(Kochling & Wehling, 2020) Fairness among employees fosters a positive environment within an organization. Therefore, this is not the mistreatment of employees and has been discussed with coworkers (Kochling & Wehling, 2020). The perception of unfairness in the workplace compels people to address the topic with their coworkers during work hours (Newman et al., 2020). Some employees have become so demotivated that they curse their work and lose their passion due to their perception of unjust treatment and the absence of any motivational words from upper-level management (Newman et al., 2020). In addition to the unfairness, upper-level management lacks appreciation for the job performed by employees. Acknowledging and thanking employees for their contributions encourages them to work harder and boosts their self-esteem. Several workers appear unmotivated and uncommitted to their jobs (Baird et al., 2022). Thus, there is often a backlog of work not completed by the deadlines. A study demonstrates that a firm must value its personnel, which motivates them (Y et al., 2012). Sometimes, employees desire leadership positions. Providing authority and delegating duties brings out the confidence and skills they never had the opportunity to develop.

Many complaints are received from the community as a result of subpar service. Particularly lengthy delays in the processing of documents are required for a business registration permission to build homes and provide other essential and fundamental services. These delays may have been caused by a lack of motivation, leading to poor work performance. It also makes it difficult for the firm to retain its employees.

## 2. Review of the literature

Employee motivation is excitement, creativity, and passion for their work. According to Chaudhary and Sharma (2012), motivation is derived from "motive," which explains a person's desires, wants, needs, and motivations. Motivation motivates the pursuit of a goal (Newman et al., 2020). Faggidae (2017) defines motivation as the goals and requirements of individuals. It validates a person's enthusiasm, purpose, and resolve. Many literary works described motivation. According to Maduka and Okafor (2014), motivation is the art of inspiring people to work diligently and achieve success. Motivation motivates individuals to act. Hence, another study indicated that motivation encourages individuals to pursue life objectives to advance (Ogunnaiké et al., 2014). Thus, motivation is the willingness of an individual to invest effort in pursuit of a reward based on their performance. The success of an organization is dependent on its employees' motivation. Public, business, and governmental entities require an incentive (Newman et al., 2020). As stated in chapter 1, this study will focus on the organization's essential intrinsic variables. Many factors impact employee motivation, according to research. Both intrinsic and extrinsic factors motivate.

Employee performance is an employee's capacity to accomplish organizational objectives more efficiently and effectively (Sattar et al., 2015). Every facet of a worker's job impacts performance. For improved performance, the organization must acknowledge employee needs. According to numerous studies, motivated and satisfied employees have better jobs and perform better. According to multiple studies on employee productivity, happy workers outperform dissatisfied and unmotivated workers (Landy, 1985). Strong employee participation from fulfilled and contented employees assists the organization in achieving its objectives. Human capital is contingent upon performance. Employee performance helps businesses overcome every obstacle (Ahmed et al., 2012).

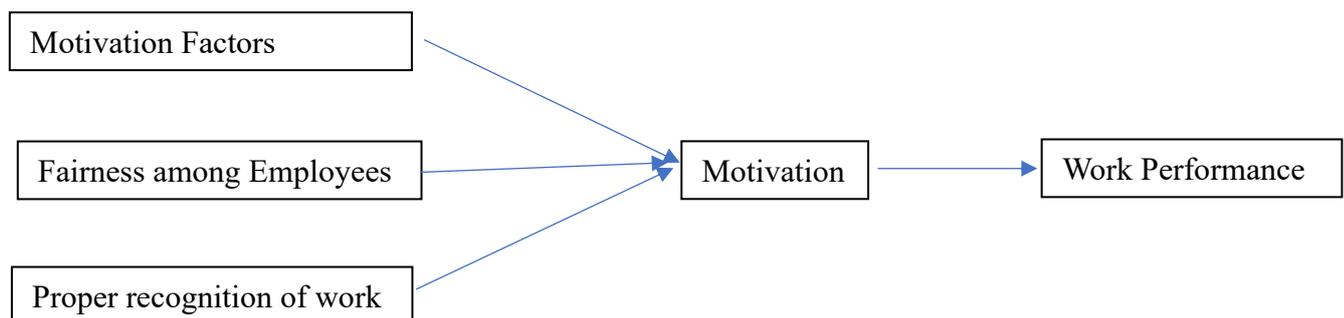
Training and personal development assist employees in acquiring and applying information. Consequently, it is an indispensable HR management tool (Yousafzai et al., 2014). Rowold (2007) also discovered that all employees benefit from development and training. Personal development and activity inspire and improve work performance. Human resources must assist employees in adapting to changing surroundings and enhancing their problem-solving and decision-making skills. Training demonstrates the worth of personnel and divides people's investments. When employers pay for training sessions, employees feel privileged and

learn more. It motivates them to work without feeling deprived (Ozkeser, 2019). According to studies, employee productivity is contingent on fairness. Equal remuneration and a suitable compensation method are also crucial (Macke et al., 2019). Another study concluded that treating employees properly and respectfully is ethically justifiable and economically beneficial for both parties (Ozkeser, 2019). How employees are treated undermines their delegation, making them uneasy at work. If the employee cannot develop a positive working relationship with the employer, working with vigor and assurance is difficult. Workers depart due to unfairness. Fairness among employees influences the effort with which they pursue organizational and career objectives. Fairness and impartiality motivate employee productivity, engagement, and retention. Organizational inequity is detrimental. The perception of injustice can damage an enterprise by eroding employee dedication and performance (Ceplenski, 2013). According to numerous research, fairness among employees affects motivation. Fairness in the workplace encourages and increases the performance of employees.

Today's managers delegate authority. This component of human resources is necessary for retaining talented individuals. It grants workers greater autonomy and accountability. This experience increases staff motivation, efficiency, and production (Werdhiastutie et al., 2020). Responsible employees are increases in knowledge stock, competitive advantage, productivity, and task speed. Managers allocate responsibilities to decrease functional loads, boost employee satisfaction, create cooperation, and foster confidence ( Al-Jammal et al., 2015). Hashim et al. (2013) discovered an association between structural empowerment, personality development, authority delegation, and employee participation. Creative behavior modification to achieve psychological license—awareness that one has a significant task, a sense of effectiveness, the capacity to be effective, and autonomy. According to a study, employees are empowered when managers delegate authority, responsibility, and accountability. (Werdhiastutie et al., 2020) Delegation enables businesses to achieve their objectives more quickly. It improves employee morale and enables them to acquire leadership and management abilities (AL-Matouaa, 2003). According to another study, delegating is one of the most effective techniques to increase job performance (Darwish & Maher Sabry, 2010).

Employee motivation enables individuals to reflect, assume responsibility, and make independent decisions. For decades, managers have tried to encourage employees. Employees' knowledge of their rights has increased over time, and companies must now motivate them. Due to age, education, and personality, employee needs and desires differ. Hence, managers must comprehend what motivates their employees, as only driven employees to perform better. Managers should use a variety of motivators to enhance employee performance. Pincus (1986) suggests that employee productivity and job performance are connected. Yet, performance is sometimes measured by the quantity and quality of output. But, productivity is frequently associated with production-oriented terms such as turnover and performance to efficiency or perception-oriented phrases such as target achievement and supervision rating. According to a separate study, motivated employees are more productive than unmotivated ones, as only satisfied individuals can perform their best work. Inspired employees also have higher rates of attendance. The motivation of employees reduces organizational absenteeism (Ozkeser, 2019). Bogdanova and Naumovska (2008) argue that managers must address various issues to create a pleasant, motivated workplace and increase performance and productivity. Boost employee motivation, job happiness, and well-being on the job.

This framework will describe the evaluative variables employed in the research. Two research factors, independent and dependent variables, are included in determining how these variables influence one another.



### 3. Methodology

A research design can be categorized based on how the research question is formulated, the data collection methods, the objective, the study setting, the variables, and the focal point. The study used a descriptive method to determine what inspires Naifaru Council staff members and how it influences their work. The researcher classifies knowledge development by metric (Hallebone & Priest, 2009). A person's comprehension makes a fact a fact (Hallebone & Priest, 2009). Inductive analysis is used to better comprehend qualitative data in this study (Seaman, 2008). The study uses epistemological interpretivism to analyze in-depth topics (Seaman, 2008). This strategy generated verifiable primary data (Seaman, 2008). The opinions and

experiences of the participants limited the authenticity of the in-depth data collected for this study. It determined the effect of motivation on performance.

This study focuses on the personnel of the Naifaru Council, of which there are 52 individuals throughout all departments. Random sampling simplifies probability sampling. This technique gives each individual an equal chance of being selected for the study. This technique also eliminates participant prejudice (Gravetter & Forzano, 2017). This research employed simple random sampling. This technique gives all participants an equal chance of being selected for the study. This method removed prejudice in the interviewee selection process. This technique also selected individuals from diverse units and experiences. This technique also enabled individuals to share their expertise and knowledge. This research employed probability sampling. All population members had an equal chance of being selected, necessitating random sampling. This study provides a result that is reflective of the population. The experiment utilized a simple random sample. For the study, fifteen employees, including council members, were selected. Fifteen employees were selected for the study based on their 1–52 numbers by a random number generator. This technique guarantees that every employee with pertinent information will be selected for the study. So, this assisted in representing all organization departments. The research utilized a questionnaire for interviews. Participants were questioned using semi-structured interviews to collect study data. This study relied on interviews since they enabled participants to provide more information. Participants were also able to express their perspectives and knowledge through interviews. Face-to-face interviews helped interpret the body language of participants to match their responses.

Interviews supplied research data. The interviews of study participants are analyzed using narrative analysis. Before the final analysis, accurate data was revised, coded, and rephrased to ensure its accuracy and consistency. All oral and written information was converted into electronic text. Several times, the data were read to learn the fundamental claims and patterns. From the collected data, questions to address the research objectives were formulated by coding the behaviors, thoughts, and language of ideas assisted in labeling data. Thematic analysis was utilized in data analysis. This method assisted in identifying the important patterns and themes of the data. After data coding, articles and the most common responses were reviewed. Furthermore, discovered were methods and data that can answer research queries and explore examinable issues. This study uses Word and Excel to analyze data.

#### 4. Results

The staff motivation policy of NC was investigated. Participants had diverse perspectives on the motivating policy. S1 declared: "It's straightforward, and no practice stimulates employees. The purpose of an organization is to run it." Both S2 and S5 highlighted that organizational motivation is not regulated. The gatherings and interactions at work motivate employees. S7 declared: "Our incentive policy for employees is nonexistent. The policy must include staff suggestions. S3–S13 believed that North Carolina lacked a motivational policy. Nonetheless, an employee incentive policy is vital.

A routine-work organization needs an incentive to perform well. S15 believes: "NC doesn't motivate. There are no policy-level employee incentives present. To inspire employees, however, individual unit heads and staff engage in a variety of engaging activities and provide flexibility." S14 states that North Carolina follows the fundamental civil service motivation policy: "The organization adheres to the general civil service motivation policy of training and performance evaluation. These civil service regulations are obsolete. Hence, I would not say I approve of the organization's policy. Most respondents believe North Carolina has no employee motivation policy. They believe that an employee motivation policy is important.

Some individuals report that their motivation is maintained through their professional relationships and leadership-motivating events.

Participants were also asked if the organization's stance on motivation encourages them to carry out their daily obligations. S1–S14 said yes. Moreover, they were self-motivated. Due to the importance of incentives to task completion, they must also complete tasks. S2, S5, S15, S6, S7, and S13 all said that their motivation changed and that they lacked the drive to carry out everyday responsibilities. Although most people are motivated daily by their professions, they also take steps to motivate themselves. Some claim they lack sufficient motivation.

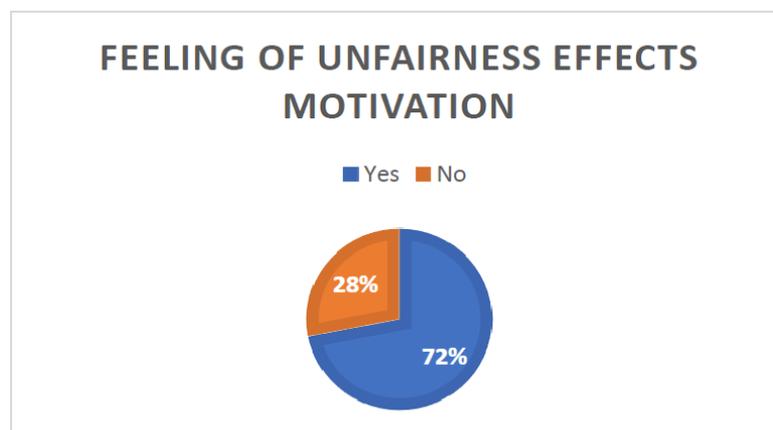


**Figure 4.1: Employee motivation policy practiced at NC**

Figure 4.1 demonstrates that 93% of respondents believe North Carolina lacks a motivating policy. The general employee motivation rate in North Carolina is 7%. The participants' concerns demonstrate that North Carolina lacks an essential motivating policy. Relationships, not policies, encourage employees. Some are not motivated to complete every project because they desire to fulfill their responsibilities. Participants were asked how workplace fairness influences their motivation. S4, S13, and S14 all concurred that employees receive equitable treatment. S1, S2, S3, S5, S6, S7, S8, S9, S10, S11, S12, and S15 all asserted that workers are not treated appropriately. The samples raised difficulties such as: 1. employees do not share their efforts. Management disregards employees who do not do their duties. 3. Management mistreats some employees. Each of the fifteen participants is motivated by fairness. How do people feel when they are maltreated? S14: I am not bothered by being mistreated. I enhanced my performance Never, as S4 agreed with S14. As a professional, I never take offense to anything. This feeling will not occur if you separate your personal and professional life at work. S1, S2, S3, S5, S6, S7, S8, S9, S10, S11, S12, S13, and S15 all concurred that unfair treatment demotivates them and negatively impacts their work performance.

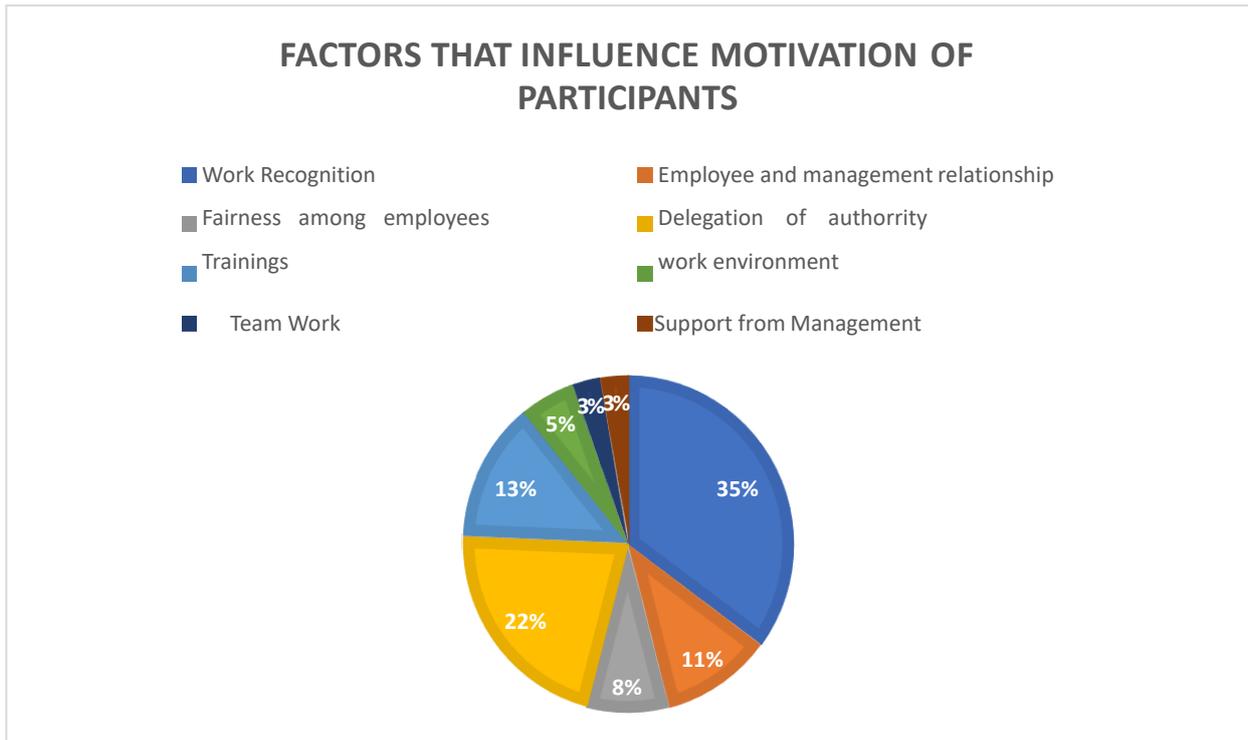


**Figure 4.2:: Employees are treated fairly within the organization**



**Figure 4.3: Feeling of unfairness affects motivation**

The majority of participants agreed that the company is unfair to employees. 52% of respondents disagree in figure 4.2. 48% of respondents said the company treats employees fairly. Figure 4.3 shows that 72% of respondents feel demotivated when mistreated. 28% of respondents said it doesn't affect motivation. Inspiration and productivity All participants feel motivation and work performance are closely related. Motivation also affects their work. High motivation improves work performance, they agreed. The motivation was asked to affect work performance. S14: "There are differences. I can express my thoughts when given a task. It boosts my motivation and performance." S2 additionally emphasizes: Absolutely. Weekly targets motivate me to complete projects; when I'm motivated, I work beyond the weekly targets." S15 added: Absolutely. I execute work beyond my job description when I'm motivated, but when I'm not, I don't want to." The most motivating factors were also asked. The following graphic shows the elements that motivated participants. Motivation factors varied for each individual.



**Figure 4.4: Factors that influence the motivation of participants**

Figure 4.4 reveals that 35% (n=13) of participants are motivated when their work is acknowledged. 22% (n=8) of the participants reported delegating work motivates them. 13% (n=5) of participants felt that training opportunities boost their motivation. 11% (n=4) of participants report feeling motivated when they have a relationship with their manager. 8% (n=3) of participants responded that fairness between employees inside the firm motivates them. 5%(n=2) of participants responded that a positive work environment motivates them. The remaining participant answered that they are motivated by cooperation (3%) and managerial assistance (3%). In addition, participants were asked what the firm may do to boost employee motivation. Figure 12 depicts the overall conclusion.



**Figure 4.5: What can an organization do to improve employee motivation?**

Table 4.5 reveals that 22% (n=15) of the sample suggests that organizations should focus more on recognition. 19% (n=13) stated that additional training should be offered. 18% (n=12) of respondents believed management should establish a fair organizational climate. 15% (n=10) of the participants indicated that to inspire staff. More work should be distributed. Twelve percent (n=8) of participants said sufficient managerial assistance is required to encourage personnel. 8% (n=5) of participants answered that it is essential for an organization to have a documented incentive policy. The remaining 6% (n=4) of participants believe that a positive relationship between employees and management is necessary for employee motivation.

## 5 Discussion

This study aims to collect data from Naifaru Council employees to determine the elements influencing motivation and its effect on work performance. The study focused mostly on the intrinsic elements that influence their motivation. The results indicate that employee motivation is not well controlled inside the organization. According to the findings, North Carolina does not have a defined employee motivation policy. To properly manage employee motivation, the firm must develop a motivation policy. Management must comprehend the elements that motivate employees. The study demonstrates that most participants lack sufficient motivation to accomplish their activities. Although some individuals are already sufficiently driven, they find their motivation. Most respondents stated that their works are not as widely acknowledged as they should be. Participants agreed that acknowledgment at work substantially impacts their motivation, enhancing their work performance. So, it is obvious that acknowledgment is a crucial aspect influencing participants' motivation. The majority of respondents agreed that they feel motivated when given training chances. Thus, the length of training affects the motivation levels of some individuals. Because according to their experience, long-term training is superior to short-term training. Also, they emphasized that things learned in short-term training are typically forgotten more quickly than those learned in long-term training. Also, some respondents addressed the concern that management cannot manage effectively. It is essential to provide training that is relevant to their work. The organization can benefit from the information gained through activities linked to their work because it can be used in their work. It is essential that management at NC adequately manage the training opportunities offered to staff. Training opportunities are cited as a factor that influences their degree of motivation.

Participants agreed that their level of motivation increases when they believe they are being treated honestly. Participants also emphasized the importance of fairness among employees for them to feel accepted within the firm. Most respondents to the survey said that employees are not treated fairly. This element determines their level of motivation. The management must establish a fair workplace for the employees. The management must listen to the difficulties faced by employees. Respondents concurred that they have significant responsibility and that delegating work improves their performance. They can generate innovative ideas and accomplish their work efficiently due to their autonomy. Participants also remarked that some tasks are

delegated, which can make it harder to advance with the work. They believe it is a significant component that influences their motivation, and as a result, their work performance improves.

Participants agreed with the findings about the relationship between motivation and performance and that their degree of motivation affects their work performance. They indicated that when their motivation level is strong, they are more than willing to perform tasks not included in their job description. They can accomplish more in less time. But, when they lack drive, they are merely willing to complete specified chores. In addition, they reported trouble meeting deadlines, and some stated that they did not wish to be present at work. In conclusion, intrinsic variables, recognition, employee justice, authority delegation, and training chances, affected the participants' motivation. The data also demonstrated that the amount of motivation of the participants had a direct effect on their work performance. Since NC lacks an effective employee incentive policy, the firm must adopt one.

## **6. Implicationse**

This research can benefit multiple parties, including the administration of the Naifaru Council, existing and future scholars, and policymakers. For the success of the Naifaru Council, every aspect must be efficient. This study and its findings will drive the formulation of staff motivation policies by the Naifaru council administration. It will also aid in assessing the organization's total output and effectiveness. The findings of this study can be used to boost the organization's productivity. Also, the corporation benefits from the improved organization. This research can help other companies build more successful policies to motivate their employees. Thus, this study can assist other leaders and managers recognize the numerous steps they must take to motivate workers to comprehend the methods that can be implemented to encourage people, resulting in enhanced work performance. This study can be used to improve the performance of the company's personnel.

## **7 Limitation, the recommendation for future works, and the conclusion**

### **7.1 Limitations**

**Limits and Limitations of Qualitative Research:** Research requires data collection to develop valid conclusions. The analysis is based on logical thinking, as accuracy is one of the most important parts of scientific inquiry. Research can assume various forms and serve various purposes depending on the methodologies adopted. The primary research methodologies are quantitative (centered on measurements and numbers) and qualitative (concerned with understanding and words). Nonetheless, anyone who has examined many numbers knows how impersonal the experience can be. What do numbers say about a person's outlooks, objectives, and thoughts? Although it is necessary to collect statistical data to uncover organizational trends and inefficiencies, statistics do not always provide a whole picture. For a very long time, qualitative research has been undertaken by its guiding principles. Media and marketing have frequently utilized this research methodology to provide tailored content or a customized brand message.

Human observations provide the majority of qualitative research data. It can provide a complete picture of consumer behavior by offering a window into audiences' thoughts, which quantitative statistics cannot achieve. Conversation with consumers aids marketers in determining their target demographic, as consumers enjoy hearing from businesses. Also, it aids client service. This enhances client engagement and paves the path for consumer recommendations.

### **7.2 Recommendations**

**Organizational motivation.** The examination revealed that the corporation had no structured reward program for employees. A motivated staff increases output. Thus this policy is crucial. A written policy will assist management in planning employee motivation. Management should comprehend how intrinsic motivation influences the motivation of employees to increase performance. The salaries of Naifaru Council's civil servants are fixed. The management must recognize and appreciate the inherent motivating factors that impact employee motivation. Management should analyze intrinsic variables with efficiency.

Honor their efforts on a daily and formal basis. All respondents agreed that their contributions were not recognized by management. To feel appreciated, employees need professional acknowledgment. This can be achieved by monitoring employee performance evaluations and selecting the best employee of the month or year. Recognizing an individual's everyday effort also makes them feel valued. A "well done" might serve as a motivator. Management must plan efforts for training and self-improvement. Give staff the opportunity for professional development. Give information about training and encourage staff participation. Management must also consider how to provide opportunities for employees to apply their training to benefit the organization.

**Employee equity.** Fairness makes employees feel valued. When people are treated properly, their motivation increases. Organizationally, errors must be identified. Management must also be aware of the reason. Employee input is important. So that management can comprehend the difficulties that lead to errors. A solid manager-employee relationship can only explain this. A healthy relationship between parties may lessen

emotions of injustice. Offer a stimulating workplace for stressed employees. Train others so that they can assist one another when the workload increases. It was determined that delegation of authority was vital to their job. Management should be capable of allocating sufficient work to prevent delays. If personnel is partially delegated, management must expedite decision-making. Providing employees independence inspires innovation, accountability, and motivation.

### 7.3 Conclusion

This study aimed to investigate the elements influencing employee motivation and its effect on work performance. The study was conducted using a qualitative approach. A systematic interview questionnaire was developed to collect data, and 15 individuals were interviewed using a simple random sampling technique. According to the collected data, intrinsic motivation elements like recognition, training, a delegation of authority, and fairness substantially affect their motivation level and work performance. In addition, the survey indicated that the company does not use a unique staff motivation policy. In addition, the absence of motivation from management negatively impacts their level of motivation and work performance. The interpretation of this study is that it is essential to establish and implement an effective employee incentive policy within the firm. Moreover, management should be receptive to intrinsic motivation elements influencing employees' motivation levels and work performance.

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