



Investigating the Effect of Motivation on Employee Performance. A Case Study of Kamuzu Academy High School in Malawi Central Africa.

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ABSTRACT

The main purpose of the study was to investigate the effect of motivation on the performance of employees at Kamuzu Academy. Open and closed questionnaires and face-to face interviews were used to collect data. The researcher used qualitative method to obtain data and information. The specific research objectives focused on the following, to identify different types of motivation reward offered to employees, to examine the relationship between motivation and employee performance and to determine challenges towards implementation of effective motivation to employees that Kamuzu Academy.

The main purpose of the study was to establish the relationship between employees' motivation and their performance towards the organization. The research was carried out to see if there was any link between motivation and performance and which one will lead to the other. There were three main research objectives and they include; the factors that motivation has on employees' performance influence employee motivation, the challenge organization face as they implement motivation and the effect motivation has on employees' performance.

The study reviewed literature written by scholars in relation to employees' motivation and their performance at Kamuzu Academy. Among the scholar, contributed to motivation were Victor H. Vroom expectancy theory of motivation. *Hertzberg* two factor theory of motivation among others. The sample comprised of 25 participants. 10 participants were selected from teaching department and 15 participants were selected from the administrative departments. A random sampling method was used. Data was qualitatively analyzed by using calculator and Microsoft word for drawing tables and were graphically presented. Finally, the impact motivation has on employee's performance has been discussed by considering the factors, the morale employees and effect motivation has on employees' performance as well as the challenges organizations face during motivation of employees. The research concluded that the employees should be given the factors that motivate them highly such as pay.

Introduction

People and everybody need to be motivated in one way or another. Motivation is one of the most important factors affecting human behavior. Motivation is the set of forces that initiate, directs and makes people persist in their efforts to accomplish goal. Chuck Williams (2003). It is again defined as the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action, Richard L. Draft (2000). According to Stephen (2001), motivation is the willingness to exert high level of effort to reach organizational goals, conditioned by the efforts ability to satisfy some individual need.

The definition recognizes that in order to achieve goals, individuals must be sufficiently stimulated, must have clear focus on what is to be achieved and must be willing to commit their energy for a long enough period of time to realize their aim. Motivation not only affects other cognitive factor like perception and learning but also affects total performance of an individual in organization setting. This is the reason why managers should attach great importance to motivation in organization (Prasad, 2005). One of many ways to motivate employees is to give rewards and incentives for good performance (Memmott & Growers 2012). Motivation function is among major tasks that should be handled by every organisation with better performance dreams.

Motivation is a major task for every manager in creating the will of work among subordinates. Workers in any organization need something to push and keep him/her working for an organization therefore an employee should be motivated to work for an organization, if no motivation given then the quality of work or all work in general will be distorted (Mbogo 2013). Matsei (2008) also states that organization success depends heavily on motivation and what is important that managers must understand what motivates their employees to perform better. Therefore, the objective of this research study is to investigate the effects of motivation on employees' performance.

It is among crucial factor towards increasing the performance so as to achieve organization goals. Low motivation or complete lack of motivation at any organization within Malawi or across the world leads to high employees' inefficiency, turnover, fraud, corruption, absenteeism, and indiscipline at work. Good Supervisors and Managers maintains positive attitude by valuing employees and treating them fairly through designing supportive environment

which motivates employees. The key to create the efficient motivation system is by answering the question on what really motivate employees (Memmott and Growers, 2012).

The significance of employee motivation is influencing employees to behave in a certain way, motivation can ultimately decide the success or failure of an organisation. If an organisation knows why its employees come to work on time, stay with 45e4han organisation for their full working lives and are productive, then the organisation may be able to assure that all of their employees and such understanding is essential to improve productivity. This implies that organization success depends heavily on motivation and managers must understand what motivate their employees to perform better (Matsei, 2008).

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Pay and incentive in public / private service aim to compensate for work done, motivate and retain employees to avoid the need for expensive recruitment and training for replacement. It is in this context that Kamuzu Academy should continue with efforts to motivate its workforce.

KEYWORDS' DEFINITION OF TERMS

Motivation: A person's desire to do the best possible job or to exert the maximum effort to perform assigned tasks (Gomez et al 2015). According to Gareth (2003), motivation may be defined as psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort and a person's level of persistence in the face of obstacles.

Performance: A continuous process for improving the performance of individuals by aligning actual performance with that desired organizational goal (Cole and Kelly, 2011). It is also defined by the encyclopedic dictionary of management as the accomplishment and performing and carrot of anything ordered to do. It is also defined by David (2001) as the accomplishment of given assignment to achieve goal.

Literature Review

According to expectancy theory of motivation formulated by Victor H. Vroom in the 1960, one of the first researchers to study motivation, posts that motivation is high when workers believe that high level of effort lead to high performance and high performance leads to the attainment of desired outcomes. Expecting theory is one of the most popular theories of work motivation because it focuses on all three parts of the motivation equation: inputs, performance and outcomes. This theory determines three major factors that leads to persons motivation; expectancy, instrumentality and valence.

Expectancy - Is a person's perception about the extent to which effort (an input) results in a certain level of performance. A person's level of expectancy determines whether he or she believed that a high level of effort results in a high level of performance. People are motivated to put forth a lot of effort on their jobs only if they think that their effort will pay off in high performance - that is, if they have a high expectancy.

Instrumentality - Is the perception about the extent to which performance of a certain level results in the attainment of outcomes. According to expectancy theory, employees are motivated to perform at a high level only if they think that high performance will lead to outcomes such as pay, job security, interesting job assignments and bonuses. In other words, instrumentality must be for motivation to be high - people must perceive that because of their high performance they will receive outcome. Managers promote high levels of instrumentality when they clearly link performance to desired outcomes. One example of high instrumentality contributing to high motivation can be found in the Cambodian immigrants who own, manager and work in more than 80 percent of the doughnut shops in California. These immigrants see high performance as leading to many important outcomes such as income, a comfortable existence, family security, and the autonomy provided by working in a small business. Their high instrumentality contributes to their high motivation to succeed.

Valence - refers to how desirable each of the outcomes available from a job or organization. To motivate organizational members, mangers need to determine which outcome have high valence for them - are highly desired - and make sure that those outcomes are provide when members perform at a high level. It appears that in addition to pay, autonomy stimulating work environment, enthusiastic co-workers and generous benefits are highly prevalent outcomes for many employees. According to expectancy theory - high motivation result from high level of expectancy, instrumentality and valence. If any one of these factors is low, motivation is likely to be low. No matter how lightly desired outcome are linked to performance, if a person thinks, it is practically impossible to perform at a high level, then motivation to perform at a high level is exceedingly low. Similarly, if a person does not think that outcomes are linked to high performance, or if person does not desire the outcomes that are linked to high performance, then motivation to perform at high level is low.

CHALLENGES KAMUZU ACADEMY FACE DURING MOTIVATION OF EMPLOYEES.

The findings from a research carried out shows that Kamuzu Academy faces some challenges during motivation of employees and the greatest challenge and the most difficult one is when to motivate employees. The organization suggests that employees should be motivated after they finish their work and employees said we should be motivated before we start the work, so that we start working while we have the morale of working. So, the organization was in dilemma on what to do.

The other challenge includes level at which employees should be motivated and type of motivation should be given. To employees, the organization should also consider the other challenge to a lesser extent. The interviewed employee shows that the time of motivating employees is very important that is when to motivate employees. The majority said that this is the biggest challenge organization is facing during employee motivation.

Conclusion

According to the researcher findings from the Academy, there were many factors that affected employee motivation. These factors included pay system of the employees, job security, and relationship with co-workers, effective supervision, company policy and administration, promotion among others. The most important one according to the findings was pay. To them good pay triggered their motivation.

The study also showed that there were challenges Kamuzu Academy faces during motivation of employees. And the challenges were; level at which employees should be motivated, when to motivate employees and the type of motivation among others. Among these factors mentioned the study showed the most important one is when to motivate employees, the organization has to consider the most appropriate time for motivation, is it before working or after working. The management has to decide the time for motivation in order to improve their performance. The level at which employees should be motivated another thing that management has to determine because there are different levels of employee satisfaction; so, management has to consider which level of satisfying employees most as well as the type of motivation, do they want financial kind of motivation or non-financial such as promotion, recognition and the like; all these has to be considered to improve employee performance as well as the organization.

RECOMMENDATIONS

The study provides the following recommendations:

- Kamuzu Academy management should put much consideration increasing salaries since it motivates majority of the work force. The biggest number of interviewed employees suggested that salary was the most important thing for the work force in order to improve their performance. However, Herzberg theory of motivation states that pay is not a motivating factor. But the findings showed that pay was the most important thing that employees at Kamuzu Academy considered in order to improve their performance.
- The managerial approach used towards solving the employee's dissatisfaction is very important, so management has to practice and used good and adequate leadership skills while handling the workers. This will make the workers intrinsically motivated towards work, hence reducing many costs such as cost of supervision, in terms of time. Thus, leading to efficiency and effectiveness in the organization, which result to improved employee's performance in the organization as expected. Therefore, managerial skills have been used to the latter.
- Finally, the research has shown that motivations are of great importance to the performance of employees at Kamuzu Academy. This is because motivation tries to improve workers commitment and increase their morale. Therefore, management of the Academy should not relax in motivating its employees since motivation still stand as the only tool towards realizing ends in most efficient way.

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