

UNIVERSITY OF LUSAKA

SCHOOL OF POSTGRADUATE STUDIES

**AN ASSESSMENT ON THE EFFECT OF MOTIVATION ON EMPLOYEE
PERFORMANCE IN THE PUBLIC SECTOR IN NDOLA, ZAMBIA.**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES,
UNIVERSITY OF LUSAKA IN PARTIAL FULFILLMENT OF THE AWARD OF THE
MASTER OF BUSINESS ADMINISTRATION GENERAL**

BY

CAROL CHONDOKA

MBAGEN 22112786

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DECLARATION

I, Carol Chondoka, attest that the work included throughout the dissertation complies with the University of Lusaka's research ethics, and regulations governing academic writing.

In addition, I would like to state that the results and analysis are purely academic and that this is my work.

DATE: 21/03/24

SIGNATURE OF STUDENT: 

DATE: 21/03/24

SIGNATURE OF SUPERVISOR: 

DEDICATION

My dissertation is dedicated to my child Lois Cheryl Mutale.

Throughout my postgraduate studies, you my child have been my source of strength. My prayer is that when you become big enough to read my work about motivation in the public sector, you will learn to possess intrinsic motivation to push yourself to achieve your dreams. When you have intrinsic motivation, my child, no external factors will stop you from chasing your dreams, your goals, and aspirations. I Love you.

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Finally, I thank God almighty for seeing me through and for giving me sufficient grace every day to write and complete my dissertation.

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LIST OF ABBREVIATIONS

| | |
|---------------|--|
| AIFCE | Alvan Ikoku Federal College of Education |
| ANOVA | Analysis of Variance |
| BloHS | Britain International of Humanities and Social Sciences |
| BIRCI-Journal | Budapest International Institute for Research and Criticism: Journal |
| CBD | Central Business District |
| HRM | Management of Human Resources |
| IJBMM | International Journal of Business Marketing and Management |
| KKIA | Kenneth Kaunda International Airport |
| NHA | National Housing Authority |
| SPSS | Statistical Package for Social Science |
| USA | United States of America |
| ZACL | Zambia Airports Corporation |

ABSTRACT

The success or failure of a corporation hinges largely on its workforce, underscoring the pivotal role played by human resources in driving prosperity, productivity, and overall performance within an organisation. One could define motivation as the engine that propels someone to perform or behave a certain manner. The relationship between organisational personnel and management is described as poor, leading to potential demotivation among employees due to a lack of a socially appealing work environment. This can negatively affect their performance, as the organisation may not meet their needs for love, belongingness, and affiliation, ultimately impacting the effectiveness of the public sector.

Employing a descriptive quantitative approach, the research utilized a probability design with simple random sampling to gather opinions from 150 public sector employees in Ndola's central business district. The collected data underwent analysis using SPSS version 27, primarily relying on primary data obtained through a well-structured questionnaire administered to respondents.

The findings highlighted a significant correlation between factors such as remuneration, staff welfare, rewards, promotion, and employee performance.

The study concluded that effective management efforts to motivate staff are crucial for enhancing their performance. It is therefore important for organisations to improve their staff welfare programs and effectively work on implementing mechanisms for gathering employee feedback. Organisations should work at optimizing the remuneration practices and perform a regular evaluation of the remuneration structures. Despite limitations associated with sample specificity and self-reported data, this research contributes to our comprehension of motivation's role and provides valuable insights for future studies in the realm of motivation and employee performance.

Keywords: *Employee performance, Motivation, Remuneration, Rewards, Staff welfare, and Promotion*

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CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.0 Introduction

The outcomes of an individual's job in an organisation or firm are directly connected to that individual's success as an employee. The outcomes of the job, which can include quality, quantity, and timeliness, are not as important as performance evaluation, which is an essential component of employee development within an organisation. An employee's performance appraisal form is, in essence, a manifestation of the performance evaluation that is performed on the employee (Irfansyah., 2020). When an employee is strongly motivated, they are likely to successfully attain their objectives. This implies that individuals with a high motivation level, encompassing both intrinsic and extrinsic motivation in their employment, will accomplish their goals in tasks or careers. Administrators and academics prioritise the level of job performance, recognising that a decline in employee motivation can lead to a deterioration in performance. Emphasising job performance is crucial, as highlighted by Salleh et al. (2011).

The intensity of an employee's reasons is directly proportional to their level of motivation. The needs, wants, desire, or urges that exist within an individual are examples of motives, and these are what influence human activity. Therefore, the action of provoking a reaction, maintaining progress in conduct, and channeling activity into a certain course of action is what it means when scholars talk about motivation. Motives (such as needs and desires) are what drive employees to take action. Therefore, motivation can be defined as an internal condition that provides people with energy, guides human behaviour, and maintains it over time (Maduka & Okafor, 2014).

Motivation is described as the driving force behind initiating and sustaining goal-directed behaviors. According to the expectancy-value theory, the task's perceived worth and the likelihood of success influence motivation (Cook & Artino Jr, 2016). It serves as the catalyst that encourages employees to invest extended hours in their work. In the

contemporary workforce, individuals bear the responsibility of understanding the purpose behind their labor, with each person propelled by a distinct set of motivating factors. The degree of zeal, dedication, and inventiveness demonstrated by an organisation's staff may be summed up as employee motivation, which is a clear indication of motivation within the firm (Shahzadi, et al., 2014). Managers in a company hold the responsibility of task delegation to ensure effective workflow. Motivating the staff becomes crucial for achieving this objective, and both the practical implementation and theoretical understanding of motivation pose challenges due to their interdisciplinary nature (ibid).

Earlier studies, such as Tyagi's research in 1985, indicated a positive correlation between intrinsic factors and motivation levels (Tannembaum et al., 1991). This connection was observed in prior research on employee work performance, where an increase in motivation levels correlated with improved innate abilities to perform tasks effectively. In the context of administrative positions within government agencies, including state government roles, there exists a significant challenge in understanding the factors influencing employee performance, coupled with a lack of empirical evidence to guide efforts in enhancing overall job performance among employees. These workers are often considered the "backbone" of services provided by the state, playing a crucial role in making sure there is effective and efficient implementation of government policies and programs during the new era of national development (Irfansyah, 2020).

Understanding the desires of employees in their jobs involves addressing numerous questions. For instance, do employees prioritise higher income, job security, strong interpersonal connections, chances to develop and grow and, or perhaps something else entirely? Questions such as these significantly affect employee motivation. The success of an institution is closely tied to the level of motivation it fosters among its workforce because employees are universally recognised as a company's most valuable asset. Regardless of a firm's size, reputation, financial standing, or industry, motivated employees are indispensable for achieving success (Mupashi, 2021).

Employees lacking motivation in their roles are prone to carrying out their duties in an unprofessional manner. This can lead to a negative outlook on their job, and in the presence of more favorable opportunities elsewhere, employees might choose to resign (George & Jones, 2008). In Zambia, workers often experience demotivation stemming from common challenges in developing economies, including inadequate salaries, limited career advancement prospects, lack of recognition, unfavorable working conditions, and ineffective management and leadership. Similar to other nations, these issues contribute to suboptimal management and leadership, ultimately resulting in unfavourable working conditions. Consequently, the researcher undertook the present study to assess how motivation can affect the job performance of public sector employees in Ndola, Zambia.

1.1 Background

Rajput et al. (2013) explain that the name "motivation" originates from the Latin word "Movere," which means "to move" in its most basic form. Motivation is defined as an individual's propensity to demonstrate behaviour and indicates their readiness to allocate effort. Essentially, motivation is the innate impetus that compels humans to strive towards accomplishing a goal in order to satisfy a need or meet an expectation. While motivation is commonly discussed in the social sciences, notably psychology, accurately identifying its exact origin as a component of the psychological process remains difficult. However, motivation is universally recognised as a fundamental psychological term. In modern times, it has become a crucial element of business environments, used universally in organisations and behavioural treatment (Obikeze, 2013). It is challenging to envision a more significant approach to assessing human resources than a strategic performance review. The methodology employed for the evaluation has a substantial impact on both the organisational culture and the working atmosphere. The objective of the performance evaluation, often referred to as employee classification, is to assess the extent to which workers possess the essential skills and qualifications to satisfy the demands of their positions, as well as their level of job satisfaction (Tampu & Cochina, 2015). When assessing individual performances, the

methods and procedures used depend heavily on various factors, including the organisation's culture, strategic direction, compensation and career progression of employees, the size of the company, and the scope of its activities (Davidescu et al., 2020). The primary objective of performance evaluation is to establish a direct correlation between an employee's performance and the benefits they receive, therefore incentivising them to achieve the desired level of performance. This condition applies exclusively when the assessment is precise and the accolades are determined by duly considering this component (LARAS et al., 2021).

Theories concerning the impact of motivation on employee performance encompass the two-factor theory proposed by Herzberg and the hierarchy of needs devised by Maslow (Hertzberg, 1968; Greenberg & Baron, 1995). They prioritise the desires and aspirations of each person and strive to identify the incentives that hold the greatest importance to them. Furthermore, they offer a detailed elucidation of the specific factors that drive individuals. They strive to clarify the factors contributing to the development of human wants, but they do not explore the process by which human needs undergo change. Process theories, such as Adams' equity theory and Locke's goal-setting theory, specifically address the mechanisms and methods involved in motivation. The main concentration of these theories is on the psychological and behavioural processes of individuals, investigating the elements that motivate and stimulate them. The focus lies in comprehending how the requirements of individuals impact and direct their actions. It is crucial for individuals to understand the advantages for themselves and recognised the implementation of "fair play" for all parties engaged in the scenario (Ek and Mukuru, 2013). Every firm and organisation strives to attain success and aggressively pursues the advancement of their aims. Organisations of all sizes, technology landscapes, and market sectors are currently facing difficulties in retaining their most skilled staff in today's highly competitive environment. Organisations must motivate and convince their staff to fulfil duties and overcome problems, acknowledging that human resources are essential components.

Establishing and maintaining a powerful and favourable connection between employees and their organisations is of utmost importance (Maduka and Okafor, 2014). An essential subject in contemporary discussions pertains to the notion of motivation and its influence on the overall performance of employees. The level of employee performance is the primary factor that determines an organisation's capacity to accomplish its objectives. According to several experts, both an employee's abilities and the factors that motivate them have an impact on their performance. Abilities refer to the combination of knowledge, experience, and resources that are essential for accomplishing tasks. According to Flippo (2001), cultivating motivation in organisations leads to a more determined workforce, resulting in higher levels of productivity, quality, quantity, commitment, and overall effectiveness. According to Flippo, a motivated staff is more likely to have a strong commitment and drive to achieve greater levels of performance. Zambia is striving to achieve middle-income status by aligning itself with Vision 2030. Systems for education, training, and development have become more standardised as a result of the Zambian government's directive to all institutions to conform to the guidelines of Vision 2030. Scholars like Likert (2015) endorse this alignment, which emphasises improving teamwork, cohesiveness, integration, and values and respect for one another. Therefore, carrying out research to look into the effect of motivation on worker performance in the public sector has the potential to yield meaningful results that benefit workers and employers alike.

1.2 Statement of the Problem

The foundation of every organisation's success lies in adding value, primarily through employee performance. Motivation plays a pivotal role in maximising employee performance by instilling a willingness to work. According to Grant et al. (2015), the public sector's proactive strategy improves resource utilisation, which raises productivity, lowers costs, and improves overall efficiency.

One of the key challenges facing the public sector is the issue of limited resources, which can impact the motivation of employees. Inadequate funding and budgetary

constraints may lead to a lack of incentives, rewards, and opportunities for professional development, ultimately affecting employee motivation and performance. Motivating employees can be accomplished by the creation of greater income, the employees' interest in the jobs they perform, the creation of promotion chances, better working circumstances, increased opportunity to participate in management, or the provision of them with greater freedom in the performance of their duties (Szymankowska, 2018).

Additionally, the bureaucratic nature of public sector organisations can create rigid structures and processes that may hinder employee motivation and engagement. (ibid)

Furthermore, the complex nature of public service delivery presents unique challenges. The diverse needs of the community, coupled with the demand for efficient and effective services, require a high level of motivation and commitment from employees. However, factors such as unclear job expectations, limited career advancement opportunities, and a lack of recognition for achievements may contribute to low motivation levels among employees. (Maduka & Okafor, 2014).

Organisational personnel and management have a poor working relationship, according to Genet, M. (2017). The failure to create a socially appealing work environment may result in employee demotivation, negatively impacting their performance. This deficiency implies that the fulfillment of employees' needs for love, belongingness, and affiliation falls below the required standards, ultimately affecting employee performance and hindering the effectiveness of the public sector.

Previous research has repeatedly demonstrated that the performance of employees and motivation are related. Motivated workers typically display contentment, commitment, and passion in their work, which enhances productivity. This heightened individual performance, in turn, positively impacts the overall organisational performance. However, because of Zambia's difficult economic circumstances—which include high rates of inflation and the Kwacha's depreciation against the US dollar—organisations

and the public sector encounter difficulties and have limited funding, which makes it difficult to sufficiently inspire or compensate employees (Mupashi, 2021).

Therefore, there is a need to thoroughly examine the relationship between motivation and employee performance in the public sector in Ndola. By identifying the specific challenges and barriers to motivation, this study seeks to provide insights that can inform the development of strategies and interventions to improve motivation and enhance employee performance in the public sector.

1.3 Research Objectives

1.3.1 Main Objectives

The study's main objective was to assess the effects of motivation on employee performance in the public sector in Ndola.

1.3.2 Specific Objectives

The research objectives of the study were:

1. To determine the effect of remuneration on employee performance.
2. To establish the relationship between staff welfare and employee performance.
3. To ascertain the effect of rewards on employee performance.
4. To discover the relationship between promotion and employee performance.

1.4 Research Hypothesis

The research wanted to test the following hypothesis:

1. H_0 : Remuneration does not have a significant effect on employee performance.
 H_1 : Remuneration has a significant effect on employee performance.
2. H_0 : There is no significant relationship between staff welfare and employee

performance.

H₁: There is a significant relationship between staff welfare and employee performance.

3. H₀: Rewards have no significant effect on employee performance.

H₁: Rewards have a significant effect on employee performance.

4. H₀: There is no significant relationship between promotion and employee performance.

H₁: There is a significant relationship between promotion and employee performance.

1.5 Significance of the Study

The purpose of the study is to offer insights to leaders in the public sector, using the results to educate them on the connection between motivation and performance, helping to inspire their workers. Additionally, scholars and academicians can leverage this information to embark on further research, adding to the corpus of information already available in this sector. It is expected that the research will increase consciousness in the public domain and aid in the development of motivational tactics. It is asserted that the implementation of improved motivation strategies will play a pivotal role in enhancing employee performance, ultimately contributing to the overall effectiveness of organisations. Lastly, the study is expected to pave the way for subsequent researchers to delve into related areas for further investigation.

1.6 Scope of the Study

Ndola district served as the site of the probe, with a particular focus on responding public sector employees. There were limitations on the investigation's geographical reach as well as its intellectual breadth.

1.7 Definition of Key Terms and Concept

Extrinsic Motivation: Extrinsic motivation is anything that is done for or with employees with the intention of motivating them. The following elements contribute to the development of this kind of motivation: increases in compensation and benefits (Singh 2016).

Financial motivation: The monetary incentives that employees receive in exchange for their excellent performance are referred to as financial motivation. Financial incentives play a vital role in employee motivation, especially when it comes to the real possibility of associating them with the accomplishment of particular objectives that must be met in a predetermined window of time (Szymankowska, 2018).

Intrinsic motivation- Intrinsic motivation is the internal drive that emerges within an individual and is fostered by factors such as achievement, job responsibility, and opportunities for growth and development. (ibid)

Motivation: Mulatu (2014) states that motivational factors comprise both external and internal components that influence an employee's desire and commitment to actively pursue a goal or to be consistently engaged and committed to a job, career, or subject. These elements also influence whether or not an employee will try to accomplish a specific objective (Hess, 2014).

Motivational techniques – According to Kotler (2013), motivation strategies are the tools or ways that an organisation utilise to encourage its people. Some examples of motivation techniques include financial motivators, working environments, career and progression opportunities, and working conditions.

Non-financial motivation: Incentives have a much greater capacity to motivate and engage workers than monetary compensation does. Reward systems for employees that do not include monetary compensation are referred to as non-financial incentives. (Grynko, et al., 2017)

Performance: Chaplin (2015) defined it as a person's outcomes according to the standards and behavioural expectations associated with a specific job. It results in

outcomes, particularly behaviours that can bring about changes in the environment in distinct ways. Individual performance at work is the evaluation of an employee's effectiveness and output in connection to the execution of their responsibilities at work and the achievement of their goals within the context of the organisation. It is a gauge of an employee's ability to fulfill their assigned responsibilities, reach personal objectives, and improve the overall success of the business.

1.8 Organization of the Report

Chapter 1; Introduction

An outline of the setting in which the research was conducted and a broad viewpoint on employee performance and motivation were covered initially in this chapter. A description of the operational terms, as well as a summary of the research objectives, questions, scope, and importance of the research.

Chapter 2; Review Literature

This chapter's opening paragraph provided an overview of the variables that affect employee performance, including pay, benefits, employee welfare, and possibilities for growth. Furthermore, the investigation offered a comprehensive examination of motivation and its influence on workers' total job performance. This chapter included the presentation of both the theoretical and conceptual frames. The theoretical framework was outlined in this part.

Chapter 3; Research Methods and Design

A wide range of contemporary research concepts, techniques, and business management tactics were covered in this chapter's research and discussion. The following section of the chapter includes an analysis of the data that was presented earlier in the chapter, along with a discussion of the research design, research procedures, and research methodologies that were used in the study. The passage that followed marked the conclusion of the chapter. This chapter was written after the previous one, while the previous section was written before the current one.

Chapter 4; Results of the Analysis

The chapter reports on the findings of the conducted field research using a variety of research strategies, including both quantitative and qualitative approaches. This was carried out to guarantee the highest level of accuracy in the findings that were given. It also contained an analysis and discussion of the findings, placing them within the context of the goals, questions, and hypotheses of the study. Stated differently, it placed the results inside the framework of the investigation. In other words, it provided a framework within which to understand the findings. In addition to this, it shed light on the constraints that were imposed on the study as well as the new information that was added to the pool of previously acquired data. In other words, the study was able to shed light on both of these aspects.

Chapter 5; Discussion of Findings

The fifth chapter of this dissertation, which was produced after the findings were presented in the fourth chapter of this study, discussed the research findings. This chapter was written following the disclosure of the investigation's conclusions in the third chapter. Composing this chapter happened after the investigation was over.

Chapter 6; Conclusion and Recommendations

At the end of this chapter, there is a discussion of the aspects of the study's findings that need more investigation to support the conclusions drawn from it. You can find these talks at the very end of this chapter. In the end of its report, it made several recommendations after coming to a conclusion and basing them on the study's findings.

1.9 Summary

The chapter gave a general review of the topic and contained relevant information regarding the background, issue statement, significance, and scope of the study. Moreover, it provided definitions for the concepts that were deemed essential for this study. In the chapter that follows, the researcher reviewed the study that has been done on the current subject.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

The introduction on the preceding chapter vividly articulates definition of the problem, emphasises the aims, and the breadth and impact of the investigation. This chapter provided a synopsis of the findings of other research works that were pertinent to the investigation by conducting a literature review. This chapter also provides specifics regarding the hypothesis that serves to justify the research. Since new information is constantly being accumulated, doing an empirical examination of the pertinent literature was a necessary step.

2.1 Empirical Literature

2.1.1 The Effect of remuneration on employee performance

In order to examine the connections between the various motivations that Malaysian state government employees hold, Salleh et al. (2011) conducted research. Chief clerks received questionnaires as part of the study, which required employees to self-administer and turn in completed forms to their chief clerks. A 90% response rate was obtained from 135 of the 150 distributed questionnaires that were used for data analysis. The primary goal of the study was to investigate the connection between different motivations and yearly wage advancement. The finding suggested that there was a positive relationship between job performance and affiliation motivation, which led to the idea that management techniques could be tailored based on employee motivation levels.

To understand better the role that motivation plays in employee management, Maduka and Okafor (2014) carried out a study with a focus on manufacturing enterprises in Nnewi, Nigeria. Chicason Group Nig Ltd., Ibeto Group of Company Nigeria Ltd., Capital Oil and Gas Nig Ltd., Cultix Cable Nig Ltd., and Innoson Motors Nig Ltd. were among the companies featured in the study. The research aimed to investigate the impact of

worker motivation within organisations and investigate several approaches to achieve this motivation. Descriptive and inferential statistics were employed in the study to analyse the data, which demonstrated that the aim of motivation is to encourage individuals to perform at their highest capacity, with great enthusiasm and efficacy, in order to meet and potentially exceed the goals of the institution. The research utilised two sets of questionnaires, one targeting managerial personnel and the other targeting subordinate workers. The findings revealed that the remuneration of junior staff was considerably below the stipulated standards set by the Nigerian National Joint Industry Council. In addition, there were few promotions for junior workers, with a preference for monetary rewards over non-financial incentives. The study found that effective employee incentive measures included wage increases through promotions, overtime pay, and paid vacations and holidays (Maduka & Okafor, 2014).

Abdi Mohamud et al. (2017) looked at the factors at Hormuud Company in Mogadishu, Somalia, particularly, to see what makes employees perform and feel motivated at higher levels. Using a descriptive research methodology, the study chose a sample size of sixty participants from a target population of five thousand. A structured questionnaire was used as part of the data collection process, and statistical techniques such as graphs, percentages, frequencies, and regression analysis were used during the analysis stage. The results showed that while training had a favorable but small impact on employee performance, financial incentives and work enrichment had a significant and positive influence. The study showed that employee performance at Hormuud Company in Mogadishu, Somalia, and motivation were directly correlated.

In order to ascertain how financial incentives, specifically the impact of bonuses, deferred pay, and other incentive packages, affect the performance of workers for local governments, Kalima (2021) carried out a study. The Kasama Municipal Council staff was the focus of the study, which used both qualitative and quantitative methods and a descriptive research design. The results indicated that financial incentives have a big impact on employee motivation and performance, and salary payment delays had a negative effect on worker performance.

Kabisa (2022) used the Zambia Airports Corporation (ZACL) headquarters as a case analysis to look at the effects of employee incentive strategies on improving worker performance in parastatal enterprises. The examination aimed to assess the effectiveness of ZACL's reward and compensation practices in motivating individual employees. Combining exploratory and descriptive research methods with qualitative and quantitative techniques, the research utilised questionnaires and semi-structured interviews with ZACL personnel. Findings indicated that ZACL has a sophisticated incentive program, including competitive salaries, allowances, healthcare benefits, training programs, and personal-to-holder vehicles. Regarding these methods' efficacy in inspiring and enhancing worker performance, respondents could not agree on anything.

2.1.2 The Relationship Between Staff Welfare and Employee Performance.

Wei, (2020) conducted a study examining the impact of employee welfare on corporate innovation performance using a large dataset from Chinese listed manufacturing firms between 2010 and 2017. The research investigated whether and how employee welfare influences innovation, focusing on three categories of patent applications as measures of innovation performance. The findings indicate that companies with higher levels of employee welfare tend to have better innovation performance, particularly in terms of the quality of innovation rather than the quantity. The study also conducted various robustness checks to ensure the results are reliable, using alternative measures of innovation performance and employee welfare, as well as different regression methods.

Furthermore, the study explored the mechanisms through which employee welfare affects innovation performance in Chinese manufacturing firms. It found that employee welfare positively impacts innovation performance by retaining talented employees, attracting positive media attention, and enhancing inventor (R&D) efficiency. These findings are supported by mediating effect analysis, confirming the validity of these impact channels.

Agusioma et al (2019) conducted a study aimed to assess how conflict resolution among staff impacts employee performance at the Public Service Commission in Kenya. Specifically, the study aimed to determine the effects of retirement benefits, allowances, compensation, and medical insurance on the organisation's performance. The research utilised a descriptive survey research design and targeted the human resource department, staff welfare/public relations, and general management at the Public Service Commission in Kenya. A total of 141 respondents were selected using stratified proportionate random sampling, and data was primarily collected through semi-structured questionnaires. Correlation and regression analyses were employed to analyse the data. The study revealed a positive and significant relationship between staff welfare and employee performance, suggesting that increasing these factors could enhance performance. It concluded that staff welfare plays a crucial role in fostering recognition and satisfaction among employees, leading to improved productivity.

Ek and Mukuru (2013) studied the relationship between worker motivation and output in public middle-level technical training institutions in Kenya. There were 315 participants in all, including administrators, department heads, teaching professionals, and non-teaching staff. The study used a descriptive research methodology. The results revealed that employees expressed discontentment over both their earnings and the conditions in their work environment.

In a local perspective, Chisumbe (2016), examined the provision of welfare facilities for workers in the Zambian construction industry, highlighting the challenges faced in ensuring employees' wellbeing on construction sites. A mixed approach was used, with both probabilistic stratified random and non-probabilistic purposive sampling. Data was collected through structured questionnaires and interviews with site management personnel, skilled, and unskilled workers on representative construction sites. Out of 142 sampled contractors, 101 were considered.

The study found that the current provision of welfare facilities on Zambian construction sites is inadequate, with many contractors failing to provide essential facilities such as

toilets, washing facilities, restrooms, shelter, temporary housing, transport, warm-up areas, eating facilities, and clothing storage. Only 35% of contractors provided kitchen facilities, while 21% and 14% provided ablution and resting facilities, respectively.

2.1.3 The Effect of Rewards on Employee Performance.

Bao and Nizam (2015) carried out a study in China to investigate the connection between worker motivation and productivity. They used training and development, reward and recognition, and transfer of authority as independent variables for measuring employee motivation. Employee performance served as the variable to gauge the effectiveness of motivation. The research employed a descriptive and explanatory methodology, utilising a Likert scale in a questionnaire with 20 items. The sample comprised one hundred workers from an electronic manufacturing company, and the data were analysed using SPSS, primarily through regression and correlation. The study revealed significant associations between each selected characteristic and the level of motivation also discovered that employee performance is highly impacted by authority delegation, rewards and recognition, and training and development.

In another study by Onyekachi Ike et al, (2022) the relationship between reward systems and employee performance in Oyi Local Government Area, Anambra State was assessed. Specifically, the study aimed to investigate the influence of intrinsic and extrinsic rewards on employee performance, assess the efficiency of the reward system in enhancing employee productivity in the local government area, and examine the perceptions of employees and employers regarding the organisational reward system.

The study adopted Victor Vroom's expectancy theory and targets a population of 1470 staff members. A survey method was utilised, and data is sourced from both primary and secondary sources.

The findings indicate that the reward system significantly impacts employee motivation, which consequently affects their productivity. It is observed that rewards play a crucial

role in bringing out the best in employees and aiding organisations in achieving their set objectives.

In a study published in 2021, Engidaw (2021) examined the connection between intrinsic and extrinsic motivation and the degree of job engagement exhibited by public sector workers. The research, carried out in Ethiopia, utilised an explanatory survey research design, incorporating both quantitative and qualitative study questionnaires. The study focused on personnel from certain city administrative offices, with a sample size of 349 questionnaires collected from this target demographic. Inferential statistical tests, including multiple regression analysis, ANOVA, bivariate correlation, and reliability analysis, were carried out using SPSS. The findings showed that internal drive was not as essential as extrinsic motivation, and that employee engagement positively correlated with both forms of motivation. When comparing intrinsic and extrinsic motivation to the level of employee engagement, the study found a weaker association.

Lastly, on this theme focusing on a local perspective, Siwale et al, (2020) conducted a study aimed to investigate the impact of reward systems on employee performance at Brentwood Suppliers Ltd. It sought to assess the effectiveness of the existing reward system and determine if there was a correlation between the reward system and increased employee performance.

The study utilised both non-probability and probability sampling techniques, specifically random and purposive sampling, to ensure sample representativeness and the validity, reliability, and generalisability of findings. A sample size of 30 employees was selected from a population of 50. The study employed an inductive approach, collecting and analysing data before drawing conclusions and recommendations. Both primary and secondary methods of data collection were used, and data were analysed using SPSS.

The findings indicated that the existing reward system at Brentwood Suppliers Ltd was ineffective and needed revision. The study also revealed a positive relationship between reward systems and employee performance.

2.1.4 The Relationship Between Promotion and Employee Performance.

Yamin et al (2019) conducted research purposing to investigate the impact of job promotions on employee performance in the Makassar City Regional Secretariat using quantitative methods. The sample size was determined to be 73 employees using the Slovin formula and a simple random sampling technique was employed. Data was collected through observation, questionnaires, and documentation, and analysed using simple linear regression and t-tests.

The findings indicate that the level of promotion in the Makassar City Regional Secretariat was rated as good, following standard procedures in accordance with Law No. 5 of 2014 and its derivative rules. The employee performance level was found to be very high. The t-test results showed that promotion has a positive and significant effect on employee performance, as evidenced by the equation $\hat{Y} = 11.614 + 0.711X$. Employees who desire promotions tend to have good performance, whether or not they achieve performance targets, which are used as criteria for promotion along with loyalty, education level, and work experience.

Hidig (2014) conducted a study investigating promotion policies and employee performance in Golis Company branches in Dhahar, Puntland, Somalia. The objectives were to establish the promotion policies, determine employees' performance levels, and establish the relationship between promotion policies and employee performance. A descriptive correlation study design was employed, using structured and unstructured questionnaires as well as interviews.

Findings revealed that promotion policies in Golis were perceived as poor, despite some improvements. Various challenges were identified that hindered employee performance, resulting in low performance levels. The study also found a positive but fairly average relationship (0.419 on the Pearson Correlation scale) between promotion policies and employee performance.

The researcher recommended improvements in promotion policies, such as assigning more authority to vertically promoted employees, ensuring mature use of authority, linking horizontal promotions with pay raises, providing some autonomy with dry promotions, and allowing employees to make operational decisions. These improvements were suggested to enhance employee performance at Golis.

Chanda (2022) conducted a qualitative study to determine the relationship between employee motivation and performance in Zambia's aviation sector. The Kenneth Kaunda International Airport (KKIA) and the Zambia Airports Corporation Limited were the main subjects of the study. Utilising questionnaires, interviews with general participants, interviews with key informants, and secondary data, the study found that productivity in the airline industry is influenced by factors contributing to job satisfaction. Meaningful work, adequate compensation, favorable working conditions, and positive relationships with superiors and co-workers were identified as key elements. The study revealed that employees in the aviation industry are highly motivated by earnings and flexible work schedules, allowing time for career-advancing training.

In a research by Phiri (2023), the researcher focused on 143 respondents, including professors, top administrative staff, lecturers, and support staff, to investigate how motivation affects job performance in the field of education, particularly in private schools in the Lusaka district. Using tables of distribution, pie charts, and percentages, the study aimed to find new and effective ways to motivate staff members, crucial for the continued development and effectiveness of educational institutions. Findings indicated that the type of incentive used could have either a positive or negative impact on worker performance, depending on the desired outcome.

2.1.5 Research Gap

Research on the impact of motivation on an employee's ability to perform at work has received a great deal more attention in recent years. This is because these studies have the ability to increase productivity and reduce the likelihood that employee

underperformance would lead to business, organisation, or corporate collapse. Several research studies have been carried out to examine the effects of different motivational factors that support high performance from employees. Some of the factors that have been investigated have been presented by (Kabisa, 2022), (Kalima & Kabubi, 2021), (Mupashi, 2021), and (Phiri, 2023).

Zambia served as the location for these investigations cited above. Nevertheless, there is a discernible research gap with regard to the study populations as well as the research procedures that were utilised. The current study attempted to fill this void by concentrating on those working in public service in Ndola, Zambia. As far as the researcher is aware, there hasn't been any research done in the research topic on how motivation affects employees' job performance in Ndola.

2.2 Theoretical Framework

The theoretical framework that was used in this investigation made an effort to understand the precise factors that actually motivate persons when they are at work. The purpose of these theories was to determine people's wants, as well as their relative strengths and the objectives they follow through to fulfill those needs. The focus of these theories in this investigation was on the nature of the requirements and the factors that motivate humans. According to Mullin (2012), the fundamental tenet of theoretical theories is the conviction that the wants of an individual are the source of their motivation. The following are two hypotheses that was taken into consideration for the sake of this investigation: Maslow's theory of the hierarchy of needs and Herzberg's notion of two-factors (motivation and hygiene).

2.2.1 Theory of Abraham Maslow's Hierarchy of Needs

Abraham Maslow proposed the notion of a hierarchy of human wants, which arranges individual needs within a well-organised framework. According to Ek and Mukuru (2013), the demands in Maslow's hierarchy are as follows: physiological requirements, security needs, belongingness needs, esteem needs, and self-actualisation needs.

Human wants are based on physiological needs, which are the necessities for survival including food, water, and other essentials. Security demands occur when humans need protection from physical harm, a sense of stability, and liberation from emotional turmoil. The desire for love, connection, and acceptance within a particular social group is at the core of what belongingness demands. Esteem requirements encompass the aspiration for self-esteem and the admiration of others. The fulfillment of one's potential, the growth of creative traits, and the general effort to become the best possible version of oneself are all considered self-actualisation needs (Engidaw, 2021).

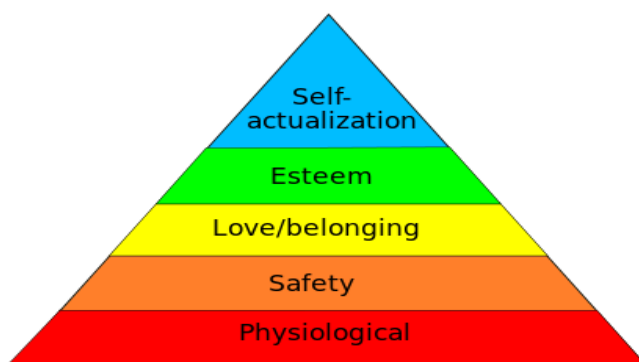


Figure 1: Maslow's Hierarchy of Needs

Source: (Maslow, 1943) p 370-396 adopted

The hierarchy of Maslow's needs states that as one level of demands is met to a satisfactory degree, the importance of the subsequent level increases. Within the realm of motivation, this notion suggests that once a need is adequately fulfilled, it ceases to function as a driving force. Hence, in order to successfully inspire an individual, it is essential to ascertain their present status within the hierarchy and focus on satisfying the requirements at that level or higher (Ek & Mukuru, 2013). This theory provides a valuable framework for comprehending the connection between employee motivation and job performance in the public sector. It emphasises how important it is to handle particular needs at various hierarchical levels in order to boost productivity and motivation.

2.2.2 The Two-Factor Theory of Motivation and Hygiene by Frederick Herzberg

Frederick Herzberg presented his own perspective in an effort to improve Maslow's Need Hierarchy Theory. Herzberg differentiated between two different categories of needs, hygienic components and motivators, or growth factors, building on Maslow's hierarchy. He emphasised that job discontent arises when an organisation is deficient in hygienic aspects, such as salary, job security, working circumstances, supervision quality, business policy, and interpersonal ties. Significantly, Herzberg observed that the existence of these elements does not automatically indicate employee motivation or pleasure, according to his research findings (Hertzberg, 1968). He stressed that motivation is not the conceptual opposite of dissatisfaction.

Herzberg categorised the sources of dissatisfaction as external factors such as work environment, supervision, management, supervision, and corporate policies. Conversely, intrinsic factors that are known to contribute to satisfaction include accomplishment, recognition, accountability, the nature of the work itself, progress, and personal development. Herzberg's thesis posits that human needs consist of both physiological necessities, such as the ability to acquire food and shelter through monetary means, and psychological desires for accomplishment and personal progress, which are satisfied by engaging in activities that foster individual development. For example, although money fulfils fundamental needs, it does not necessarily fulfil the desire for individual and vocational advancement (Omollo & Oloko, 2015). This theory provides a useful foundation for understanding how motivation affects employees' performance in the public sector.

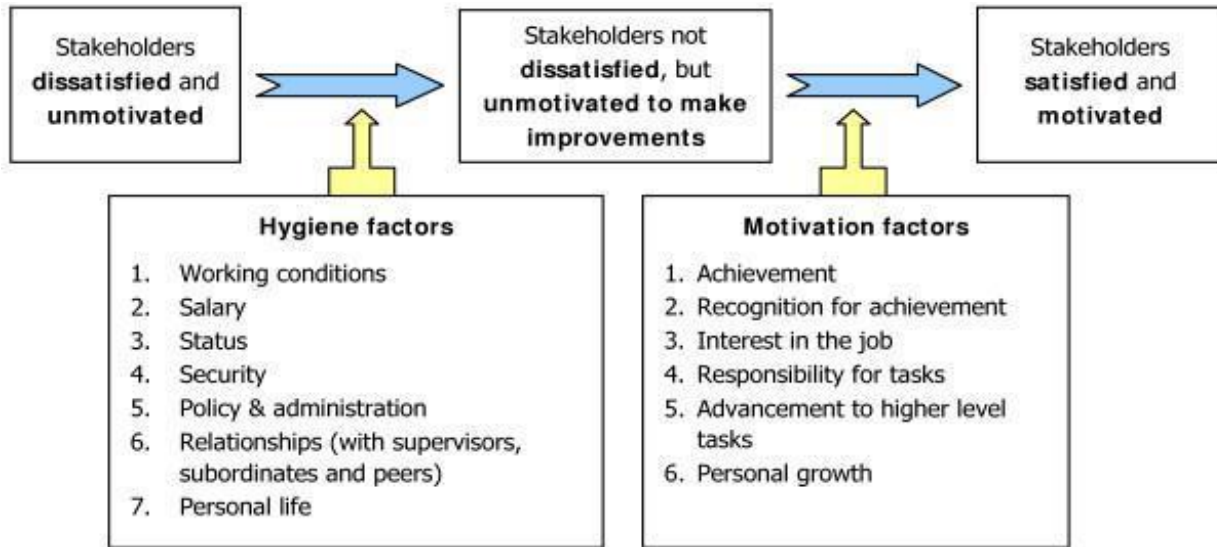


Figure 2: The Herzberg Hygiene-Motivation Theory

The source is adopted (Cole et al., 2003). P 424-441

2.3 Conceptual Framework

The conceptual framework outlines the most important ideas that were considered during the research process, as well as how the various motivational elements are connected to performance in order to improve worker output. It is necessary for employees of an organisation to have the desired level of performance in order for the organisation to achieve its purpose. As a result, a company needs to take action by implementing a motivational plan in order to boost the performance of its employees.

Independent variables

Dependent variable

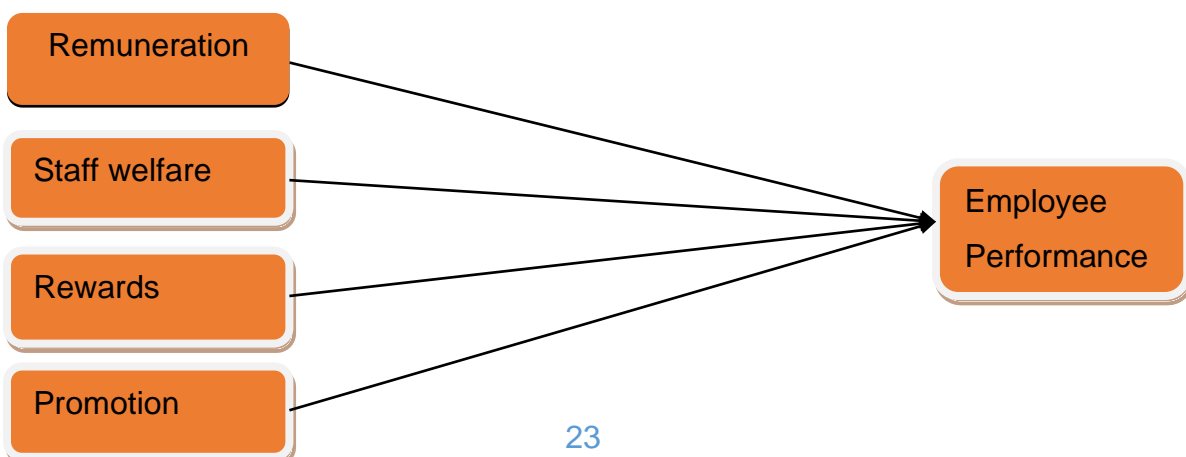


Figure 3: Factors Influencing Employee performance

Source: Researcher's work (2023)

A conceptual framework that illustrates the relationships between motivating factors, the independent variable, and the anticipated effect on worker performance, the dependent variable, is shown in Figure 3. This framework asserts that factors such as compensation, employee well-being, incentives, and career advancement are crucial in shaping employee performance. The evaluation of employee performance comprises dimensions of productivity, excellence, and punctuality. The framework demonstrates the interdependence between motivating variables and the consequences of employee performance, which are measured by the achievements an organisation attains in accordance with its aims.

2.3.1 Remuneration and Employee Performance

The issue of money's significance as a motivator in work performance has been a topic of discussion for a significant period, especially in the fields of economics and organisational psychology. Abundant data indicates that monetary incentives have a favourable effect on job happiness, with salary and benefits being significant elements in evaluating job contentment (Chalykoff & Kochan, 1989). Local government administrations sometimes struggle to attract top personnel because they are unable to pay competitive compensation, which puts them at a disadvantage compared to the private sector (Morris, 2013).

Multiple studies have continuously demonstrated a direct association between financial incentives, specifically pay, and job performance. The Hormuud Company was the study site for Abdi Mohamud et al. (2017), in their investigation discovered that financial incentives have a significant effect on employee performance. According to a study by Kalima and Kabubi (2021) on the effect of monetary incentives on Kasama Municipal Council employee performance, motivational packages had a positive effect on

employee performance. The study also highlighted, in line with Maslow's hierarchy of needs, the detrimental impact that salary delays have on worker performance. It is evident that workers prefer monetary bonuses to non-monetary incentives, underscoring the importance of financial incentives as the primary external motivator influencing job performance (Kalima & Kabubi, 2021).

H1: Remuneration has a significant effect on employee performance.

2.3.2 Staff Welfare and Employment Performance

The term "welfare" refers to an attitude or commitment held by a company, which is shown in the demonstrated concern shown for workers at all levels of the organisation, as well as the conditions in which they carry out their jobs (Cowling & Mailer, 1992). Given that the fundamental goals of an organisation are productivity and profitability, the organisation's staff development and the well-being of its employees are valuable assets in the organisation. Every organisation, first and foremost, requires staff members who are devoted and dedicated, and who will assist the organisation in meeting both its strategic and tactical objectives (Owusu-Acheaw, 2007).

(2010) Okereke and Daniel carried out research to investigate the relationship between worker productivity and staff welfare. The outcomes revealed that employees exhibited a broad understanding of staff welfare components but identified deficiencies in the council's provision for their welfare. The workplace space, furniture, supplies, and other necessities were inadequate, and there were few financial incentives and shaky health and safety facilities. Employee productivity and general morale (work satisfaction) declined as a result of these shortcomings. The study made recommendations for doable steps to improve working circumstances and general welfare to support job happiness, provide incentives for increased productivity, and improve overall working conditions in addition to improving employees' job capabilities through training.

In order to enhance the knowledge, effectiveness, and general performance of staff members at three special libraries in Ghana, Owusu-Acheaw (2007) set out to evaluate

the existence of staff development policies and the accessibility of training programs. The results showed that in order to assist staff in improving their abilities and increasing productivity, each of the firms that were the subject of the investigation had set up staff development policies and training initiatives. Additionally, the survey highlighted the organizations' commitment to employee welfare, as various motivational tools and incentive programs were implemented to elevate employees' morale.

H1: There is a significant relationship between staff welfare and employee performance.

2.3.3 Rewards on Employment performance

In today's globalised economy, marked by intense competition for talented individuals among millions of firms, organisations must effectively engage their employees and offer competitive compensation or risk losing them to rival companies. Organisational rewards can be broadly categorised into financial and non-financial benefits. Notably, a positive correlation exists between rewards and employee performance, leading to increased employee retention and overall organisational productivity (Nwokocha, 2016). However, an organization may face challenges if its reward system is perceived as unfair and biased, potentially causing a decline in employee motivation. Fair and equitable rewards, on the other hand, contribute to enhanced employee performance, increased retention rates, and heightened productivity within the company (Nwokocha, 2016).

In a further research study, Kwara (2014) examined the effect of reward systems on worker productivity with the goal of comprehending how various reward kinds affect workers' production. The research sought to identify variables that boost employee motivation for improved performance and analyse the impact of reward systems on staff productivity. The study's findings revealed that respondents exhibited diverse preferences in terms of motivating factors. But a sizable section of the workforce placed more value on non-cash benefits including acknowledgment, chances for training, more

responsibility, employee advancement, involvement in decision-making, and difficult assignments. The study concluded that the rewards provided for outstanding performance were both desirable and impactful. Overall, an employee reward system was recognised as a potent source of motivation for staff members (Kawara, 2014).

H1: Rewards have a significant effect on employee performance.

2.3.4 Promotion on Employment Performance

The promotion of an employee can significantly enhance their job performance by fostering increased motivation, engagement, job satisfaction, skill development, accountability, leadership capabilities, and an overall commitment to the organisation's success. This elevation in commitment is crucial for the company's overall success. When considering promotions, it is essential for organisations to carefully evaluate individuals based on their abilities, potential, and compatibility with the new role. This ensures that promotions not only positively impact the individual's performance but also contribute to the organisation's overall effectiveness. According to a study by Razak et al. (2018), employee performance is greatly impacted by job promotion, especially in positions of authority.

Nguyen et al. (2015) found in another study that employee performance is positively impacted by elements like pay, work environment, and possibilities for advancement. Comparatively, earnings were identified as the most influential factor in both state and other sectors, with a stronger effect observed in the state sector. Similarly, promotion opportunities had a more pronounced impact on employee performance in state sectors compared to other sectors.

Rinny et al. (2020) conducted a study focusing on the teaching staff at Mercu Buana University, investigating the impact of factors like remuneration, job promotions, and job satisfaction on overall performance. The findings indicated that performance was significantly influenced by a combination of remuneration, career advancement opportunities, and overall job satisfaction. Partial compensation, however, did not show

a significant correlation with performance. Job promotions were highlighted as particularly beneficial, demonstrating a noticeable positive impact on an individual's performance. Moreover, the study emphasised the substantial and favorable influence of job satisfaction on performance.

H1: There is a significant relationship between promotion and employee performance.

2.4 Chapter Summary

Including insights from both empirical and non-empirical investigations, the theoretical framework, and the conceptual framework, this chapter offers a succinct overview of the literature review. The research methodology used in this study is covered in detail in the following chapter.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

In the preceding chapter literature was reviewed to improve understanding and discourse on the study's focal topic. This chapter expounds on the methodology employed by the researcher throughout the course of the study. The sequential steps taken include research strategy, research design, study population, sample size, sampling techniques, data collection, data analysis, and ethical considerations, all of which were executed in the specified order during the research methodology phase.

3.1 Research Approach

This section outlines the researcher's intentions and the specific approaches used to carry out the research investigation. Scientific inquiries commonly utilise three methodologies: quantitative research, qualitative research, and a blended approach. In this instance, the researcher chose to employ a quantitative research methodology. Quantitative research uses numerical data to establish causality and clarify causal connections. Quantitative research differs from qualitative research in that it emphasises the evaluation and measurement of interactions between elements, particularly in situations where the problem's extent and characteristics are ambiguous. Comparatively, the focus of qualitative research is on people and their social and cultural contexts (Cresswell, 2013).

The primary distinctions between studies that are qualitative and quantitative are found in the techniques used to collect, process, and present study findings. Quantitative research produces statistical or numerical data, while qualitative research aims to comprehend events by placing them in their context and presenting knowledge through narrative description (Cohen et al, 2007).

Researchers can explore the same topic using mixed techniques, which integrate quantitative and qualitative research tools. This technique makes use of the special

advantages of every study strategy. In order to assess the effect of motivation on worker performance in the public sector in Ndola, Zambia, this study used a quantitative methodology. The study successfully accomplished its objectives by employing this strategy, which involved utilising statistical methods and enabling a thorough examination of factors. The quantitative approach guarantees an unbiased comprehension of performance, free from subjective factors such as sentiments, opinions, or habits. The goal was to present thorough results that are unaffected by prior knowledge, allowing for an unbiased analysis of the collected data. This methodology prevents making assumptions about the respondents' motivations, beliefs, or past actions when evaluating the data, thus ensuring a logical interpretation.

3.2 Research Design

The procedure of gathering and analysing data for a study is guided by the research design, which acts as an organised framework or blueprint (Yin et al., 2013). It outlines the methods and criteria essential for obtaining data and performing statistical analysis on specific variables. This comprehensive plan, often referred to as a research protocol, ensures a systematic and organised approach to the study. Creswell (2003) provided an overview of the several designs in research, as elaborated below:

3.2.1 Experimental Design

When using a design of this sort, it is necessary to conduct experiments in which theories or independent variables are evaluated to determine how much of an effect they have on the dependent variable. Researchers who use this type of design for their studies keep track of a set of variables even as they measure a variety of elements (Cresswell, 2013).

3.2.2 Correlation Design

Using this strategy, researchers use the correlation statistics test to determine the degree of correlation between two or more variables (Creswell, 2014). Gaining

understanding of the link that is anticipated to develop between two or more variables is the main goal of this approach. It is possible to argue that the correlational design investigates the presence of correlations between two or more variables and determines the direction of those relationships.

3.2.3 Case Study Design

The characteristics of a specific topic (such as a person, group, event, or organisation), as described by those characteristics, are referred to as a case study. According to Goundar (2012), case studies are focused on gathering specialised data to reveal the specific characteristics of a narrowly defined subject. This differs from the approach of collecting extensive data to identify consistent patterns across time or geography. Instead of trying to divulge information that is generally relevant, case studies could centre on unexpected or intriguing situations that call into question assumptions, increase complexity, or disclose fresh understanding about a study subject.

3.2.4 Survey Design

It's not uncommon for researchers to amass vast amounts of data before analysing it to look for patterns, averages, and frequencies. Observations made when working with this layout. It makes it possible to obtain information on happenings and activities without being reliant on the sincerity and accuracy of respondents. This is a fairly major benefit, so keep this in mind. This method is utilised frequently by researchers in the domains of psychology, sociology, and market research (Kabir, 2016). Their goal is to gain a deeper comprehension of how individuals behave in normal, day-to-day situations. The natural sciences, much like other academic fields, place a significant emphasis on conducting in-depth analyses of the phenomena and events that they are investigating. A thorough familiarisation with the problem that is the focus of the investigation is required of the researcher before any hypotheses, models, or theories that are amenable to testing can be developed.

Given the nature of the investigation, a descriptive research design was adopted in this study. In a descriptive research study, data about current situations or trends are gathered, analysed, classified, and tabulated, and the findings are appropriately and accurately interpreted (Calderon, 2012).

3.3 Study population

According to Sekaran (2003), the study population is frequently regarded as a portion of the larger intended audience. According to Ndalama (2021), a population is the whole group from which inferences are drawn. To expound on this, Gall et al. (2013) defines the population as the universe that consists of every individual inside a real or hypothetical group to which an investigator wishes to generalise the findings. Employees in the public sector are particularly included in the study population, but the target demographic in this context is the larger group. Staff members employed by the public sector in Ndola make up the study population, and they are the study's target population.

3.4 Sample Size

Bryman (2008) defines sampling as the procedure used to choose a subset of participants for research from the whole population. This selected group is intended to represent the larger population. Sampling is an essential step in addressing research questions, particularly when faced with limitations such as time, money, and personnel. Instead of collecting information from the entire population, researchers gather data from a sample, allowing for resource efficiency. Choosing a sampling strategy, figuring out the sample size, and selecting a subset from the population are all steps in the sampling process. This approach is essential because it makes it possible for researchers to quickly identify participants who serve as the foundation for the study's findings. A selective sample of 150 respondents from Ndola's public sector participated in this study. The central limit theory, which states that a random sample of size equal to

or larger than 30 gives a normal distribution of population characteristics, is in line with the selection of this sample size (Blalock, 2011).

3.5 Sampling Technique

The successful selection of participants for a research study necessitates a thoughtful approach to the methodology employed. In this particular investigation, simple random sampling was the chosen method. With this sampling technique each and every member of the population had an equal chance of being selected for the research study (Creswell, 2014). Thus, reducing biasness in the study.

3.6 Data collection Instruments

Data collection in research refers to the systematic procedure of obtaining measurements or observations. Data might be quantitative or qualitative. There are two distinct methods for gathering data: primary and secondary data. Secondary data comes from sources that already exist, like published books, articles, and internet searches that are in line with the research, primary data is collected using techniques like observation, interviews, or the use of questionnaires (Shadish, et al., 2002).

According to Schindler (2014), using a questionnaire as a tool for acquiring data entails more than merely using survey methods. The process's early phases—monitoring and communication—are given special attention. In the monitoring phase, scientists watch how participants behave or how a chemical behaves without trying to create a reaction. Open-ended questions can be used to ask participants direct or indirect questions in communication studies in order to collect data. Various methods, including interviews, phone calls, self-administered surveys, and those conducted via email or social media, can be employed. Survey equipment is also utilised for data collection in experiments. Here is a list of the primary tools frequently used for data collection:

Interviews

According to Dawson (2009), there are a number of different interview forms used in social research; the most common ones are semi-structured, structured, and unstructured. In structured interviews used in quantitative research, prepared questions are presented to subjects, who then select appropriate responses. These interviews can take place in person, over the phone, online, or with the aid of electronic devices. On the other hand, unstructured interviews are conducted to gain a comprehensive understanding of respondents' perspectives on a specific subject.

According to Denscombe (2003), unstructured interviews generate a large volume of material that can be challenging to analyse. Semi-structured interviews, commonly used in qualitative research, aim to elicit specific data for comparison with information from other interviews. A flexible timeframe that can be adjusted as needed is established along with a list of questions or subjects that the researcher provides. However, this method was not employed.

Questionnaires

In the field of research, the three types of questionnaires that are utilised the most frequently are open-ended questionnaires, closed-ended questionnaires, and hybrids of the two. According to Dawson (2009), the most common sort of questionnaire is one that does not allow for open-ended responses. These types of surveys are employed in quantitative research to collect statistics. Open-ended surveys are used more frequently than closed-ended surveys, making it hard to conclude the data collected from open-ended surveys. Some recent studies, according to Bryman (2008), combined closed-ended and open-ended questions to collect data. During the investigation, the researcher made use of structured questionnaires.

Observations

Direct observation and participant observation, as stated by Ndalama (2021), are the two basic methods that can be utilised when conducting research and making

observations the researcher talks about "direct observations," simply looking at a subject first-hand in its natural environment, without the use of any technology. When participant observation is used, the researcher actively participates in the activity being watched as well as the daily activities of the subjects. As a direct result of this, a person would actively participate in the process rather than only observing it from a distance. Observations of participant behaviour may take a few weeks, months, or even years to complete. Observations were not used in the course of this research due to the ethical concerns they bring.

The data collection technique used in this study was a self-administered questionnaire that aligned with the questions and objectives of the research. The questionnaire facilitated the collection of primary data directly from the respondents, while secondary data was obtained from journals and previous studies. The researcher's subjective evaluation was the basis for sample selection in this probability sampling method.

3.7 Validity and Reliability

Every research endeavour necessitates the presence of essential components like reliability and validity, both of which are deemed crucial. Scholars assert that reliability and validity are intertwined with the rigor of qualitative research, and all three concepts are deemed indispensable for ensuring research attains a sufficient level of quality (Brink, 1993; Tappen, 2011). Despite this consensus, scholars in naturalistic research continue to engage in debates and disagreements about the precise meaning of "quality." Rigor in the context of qualitative research is defined by various researchers based on an extensive array of criteria (Hall & Rousel, 2016). In the 1990s, there was a prevalent belief that reliability and validity played no role in qualitative research, but in quantitative literature, these ideas have been effectively operationalised. This stands in stark contrast to the common belief that qualitative research did not incorporate these notions, highlighting a notable difference in perspectives (Cypress, 2017).

3.7.1 Validity

The overarching idea of "validity" encompasses a number of subcategories, including the qualities of being pertinent, meaningful, logical, in accordance with established norms, and possessing the quality of being sound, just, and well-founded. Validity is an umbrella term. The concept of validity is an all-encompassing one that includes all of these facets as well as many others (Merriam-Webster, 2016). When it comes to qualitative research, the application and conception of the term "validity" are riddled with controversial arguments and deep intricacies. This is especially true in regard to the application of the phrase. In the fields of social and educational research, where it is still being investigated even as late as today, the matter at hand has been the source of major discussion in recent years (Creswell, 2007).

When discussing the idea of validity in research, it is essential to take into account significant variables such as the precision and reliability of scientific discoveries (Van Manen , 1990).

3.7.2 Reliability

Two of the measuring tool's defining characteristics are precision and consistency, which together define its reliability (Ngechu, 2004). In other words, the degree of precision and accuracy possessed by the equipment directly correlates with its level of reliability. If the same kind of respondents are polled in the same kind of environment using the same instrument, then the results should be consistent with one another. The precise and thorough wording of each question helped to ensure that the instrument was accurate and dependable by removing any opportunity for interpretation and directing respondents in the direction of a specific response. This was accomplished by eliminating any potential for confusion.

The extent of reliability can be assessed through the utilisation of internal consistency as a metric. Reliability, in this context, refers to the consistency of results across multiple test questions pertaining to the same subject. This ensures that the measured

attribute remains stable during the assessment using a gauge or scale. Kimberly (2008) notes that the evaluation of internal consistency and reliability involves measuring the similarity between groups of test items. The coefficient of internal consistency is employed in the calculation process to ascertain the trustworthiness of a measurement, assuming that entities with the same units of measurement exhibit some form of relationship. Assessments of precision and utility of the instruments were conducted to determine their reliability.

From the table below it is clear that there was internal consistency.

Figure 4: Cronbach's Alpha

| Variables | Items | Source | Cronbach's Alpha |
|---------------|---|--------|------------------|
| Remuneration | <ol style="list-style-type: none"> 1. A competitive and fair remuneration package generally leads to increased job satisfaction and better performance among employees. 2. The organisational benefits packages such as health insurance, and retirement plans positively contributed to job satisfaction and employee performance. 3. The employee got opportunities for salary growth and advancement within the organisation. 4. Employees believe that the current compensation package positively affects their job performance. | | 0.701 |
| Staff welfare | <ol style="list-style-type: none"> 1. The organisational investments to support employee to receive personal and professional development has positively contributed to employee performance. 2. Workplace stress has a great impact on the employee performance. 3. A supportive work environment has a great influence on overall productivity and employee performance. 4. The health and wellness programs provided by the company positively influence employee performance. | | 0.870 |
| Rewards | <ol style="list-style-type: none"> 1. Receiving rewards and recognition improves employee performance. 2. Financial incentives like bonuses on employee motivation to perform well have greatly contributed to employee performance. 3. Career advancement opportunities provided as rewards have positively influenced employee performance. 4. The fairness and transparency of the rewards and recognition system in the organisation have a positive effect on employee performance. | | 0.912 |
| Promotion | <ol style="list-style-type: none"> 1. Promotions are based on merit and actual employee | | 0.750 |

| | | | |
|----------------------|--|--|-------|
| | performance in an organisation. 2. Fairness in the promotion process regarding its impact greatly influences employee performance. 3. Generally, promotions lead to job satisfaction and better performance among employees. 4. Promotion influences employee motivation to perform well in the current role. | | |
| Employee Performance | 1. Opportunities for training improve employee performance and increase output. 2. New skills and development enhance employee performance. 3. Frequent promotion prospects motivate employees to work for the organisation longer. 4. Good leadership and communication skills enhance employee performance. | | 0.931 |

3.8 Data Analysis

First, a review was done to determine whether the data was accurate, consistent, and uniform. This happened after the raw data had been entered into the questionnaire phase. The obtained raw data was then subjected to a coding procedure, giving each component a distinct number. Coding involves creating numerical representations for the responses provided in the questionnaire. After coding, the data was loaded into SPSS version 27 for examination. The process of analysing numerical data was made more efficient by using the statistical program SPSS, which is designed to be used in the social sciences. Minor clean-up procedures were undertaken on the data within SPSS before proceeding with the analysis.

This strategy makes it a priority to identify and investigate any discrepancies in the data. Furthermore, the entered data can be assessed through the creation of frequency tables, charts, and graphs, which can subsequently be employed to produce an interpretation of the data. Excel users can construct tables, graphs, and charts by entering data. We decided to go with SPSS 27, as our statistical analysis software of choice because it is the most popular and well-known option available. Numerous studies conducted in the domains of sociology, economics, and medicine have made extensive use of it. In addition to this, it is helpful when making decisions, planning and carrying out projects, monitoring and evaluating the performance of these endeavours,

and estimating demographics. The Pearson coefficient correlation, in addition to regression, will serve as the primary focus of the statistical study.

3.9 Ethical Consideration

The responses from the study participants were given, and they had a choice to stop participating in the study at any moment, as well as to stop contributing any further information. The participants were given a thoughtful and comprehensive explanation of the objectives of the survey, as well as each question and any additional information they might require. Participants in the poll were not identified in any way. The researcher did not disclose any information provided by the participants, and they were respected for their decision to decline participation in the survey or interview. The survey's question format was designed to reduce respondents' worry or uneasiness at any point in the process of gathering and presenting data. Furthermore, all phases of the research, including data gathering, analysis, and report writing, maintained the data's objectivity.

3.10 Chapter Summary

Details regarding the methodology were extensively covered in Chapter 3, encompassing aspects such as the study population, sample size determination, study variables, sampling methodology, instruments employed for data collection, and pre-processing assessments conducted before delving into data analysis. Furthermore, ethical considerations encountered during the data collection phase were thoroughly discussed. The subsequent chapter provides an exposition of the outcomes derived from the conducted data analysis.

CHAPTER FOUR: PRESENTATION AND ANALYSIS OF RESULTS

4.0 Introduction

This chapter reports the results from the analysis of the data. The chapter applies the methodological framework, strategies and methods outlined in chapter three to present and interpret the results.

4.1 Demographic Profile

This pertains to the attributes of the individuals who responded to the questionnaires. By delineating respondent demographics, the study ensured transparency regarding the composition of the sample. This allows readers to assess how representative the sample is in respect to the target population. The demographic variables considered in this study were gender, education, work experience, and management role. The distribution of these demographic characteristics was as illustrated below:

Figure 5: Gender

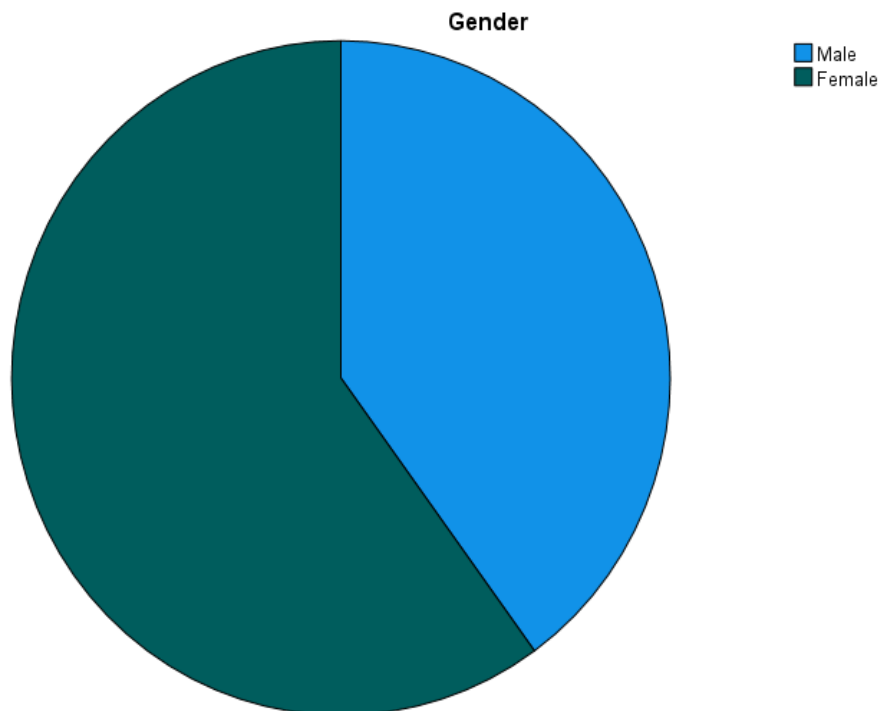


Figure 6: Management Roles

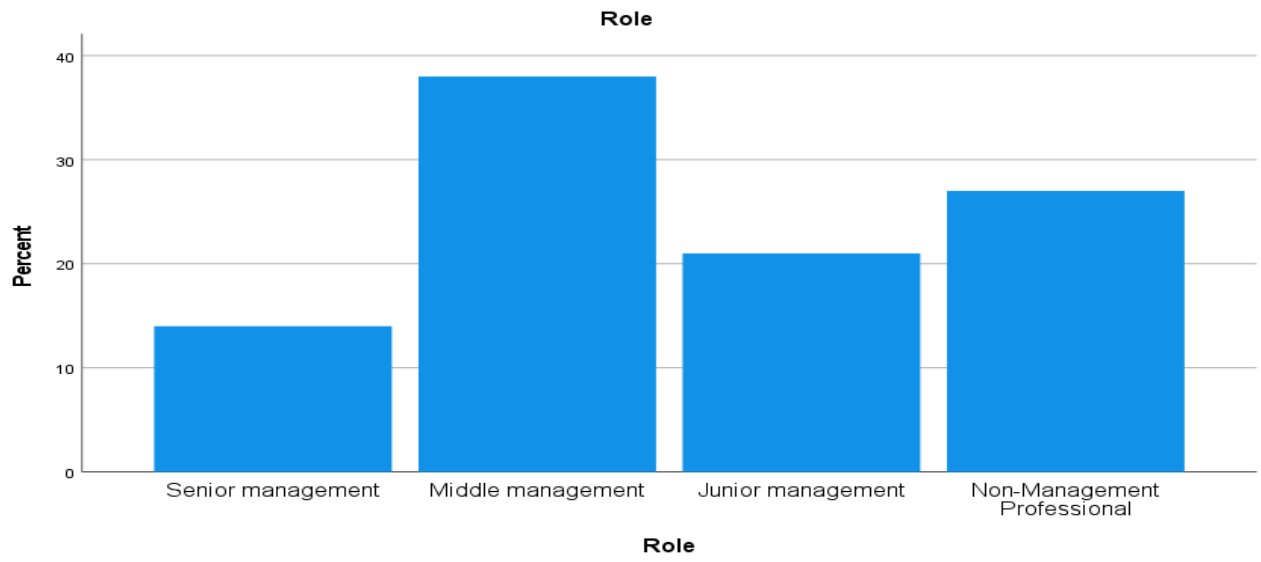


Figure 7: Education Levels

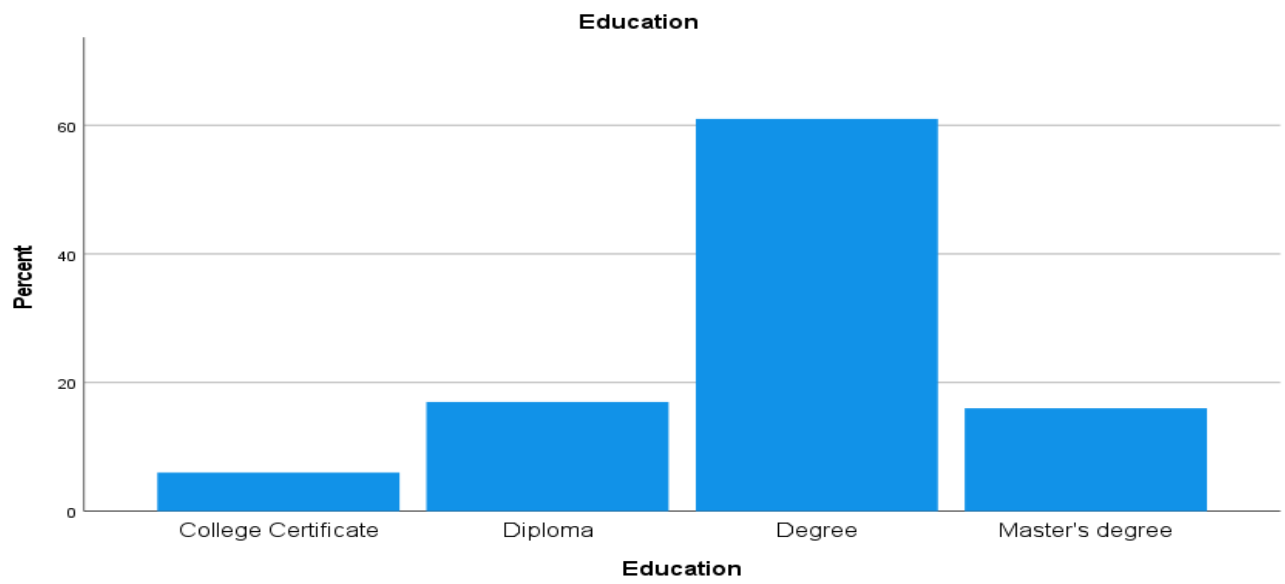
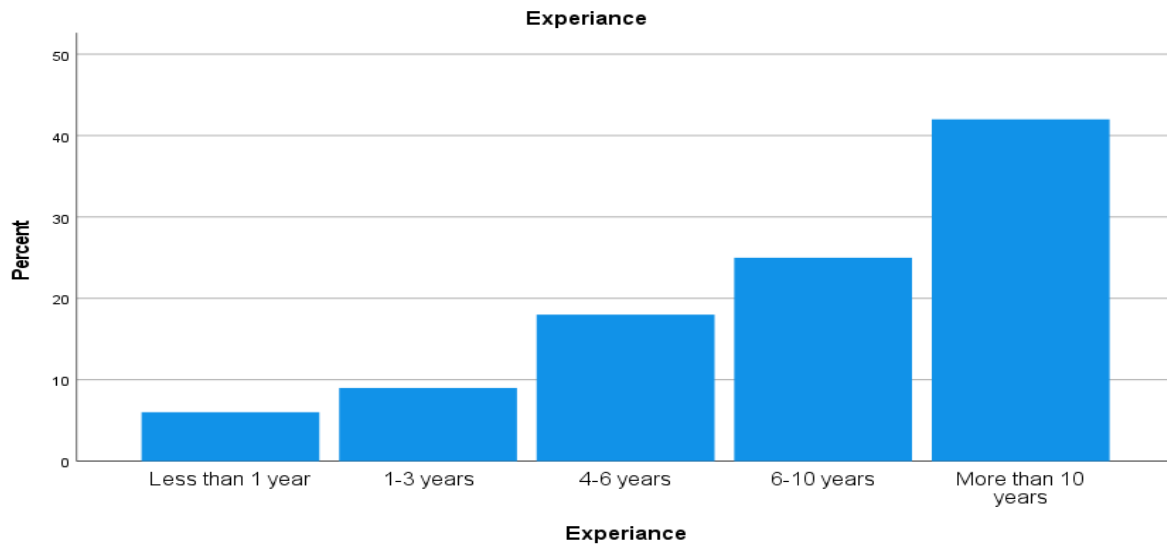


Figure 8: Years of Experience



Source: *Compilation of the author from SPSS 27 (2023)*

The total number of responses recorded for this study were 100.

The demographic analysis of the data in table 1 reveals a balanced gender distribution, with 40% male and 60% female participants. In terms of education, the majority of respondents possess a degree (61%), while 16% hold a Master's degree. The participants' work experience spans a wide range, with 42% having more than 10 years of experience. Job roles are diversified, with 38% in middle management, 27% in non-management professional positions, 21% in junior management, and 14% in senior management. The study included a heterogeneous sample of individuals in terms of gender, educational background, experience, and job roles. This diversity suggests that the findings can potentially provide comprehensive insights into the relationship between motivation and employee performance across various demographic categories.

4.2 Correlation Analysis

Table 1: Pearson's Correlation Coefficients

| Variables | Mean | Std. Devia | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|--|--------|------------|--------|--------|---------|---|--------|--------|--------|--------|----|
| 1 Employee_perf | 4.36 | 0.9477 | -- | | | | | | | | |
| 2 Gender | 1.6 | 0.492 | -0.089 | -- | | | | | | | |
| 3 Education | 2.87 | 0.747 | .295** | -0.088 | -- | | | | | | |
| 4 Experience | 3.88 | 1.225 | 0.033 | 0.054 | -0.094 | -- | | | | | |
| 5 Role | 2.61 | 1.034 | -0.195 | .226* | -.367** | -0.005 | -- | | | | |
| 6 Remuneration | 4.1225 | 0.69079 | .534** | -0.122 | 0.113 | 0.041 | -0.116 | -- | | | |
| 7 Staff_welfare | 4.1525 | 0.92751 | .594** | -0.167 | 0.153 | -0.13 | -0.12 | .593** | -- | | |
| 8 Rewards | 4.2704 | 0.83625 | .743** | -0.092 | 0.197 | 0.008 | -.235* | .669** | .634** | -- | |
| 9 Promotion | 4.0525 | 0.83128 | .590** | -0.139 | 0.141 | 0.108 | -0.07 | .502** | .582** | .683** | -- |
| * Correlation is significant at the 0.05 level (2-tailed). | | | | | | ** Correlation is significant at the 0.01 level (2-tailed). | | | | | |

Source: The author's personal SPSS compilation (2023)

As indicated in table 2 above, the correlation analysis together with descriptive statistics offer a thorough picture of the relationships and characteristics within the study sample of 100 individuals. With a standard deviation of 0.948 and a mean employee performance score of 4.36, the data provides information on the variability and central tendency of performance levels. Among the independent variables, remuneration demonstrates a substantial positive correlation ($r = 0.534$) with employee performance, indicating that higher compensation is associated with improved performance. Staff welfare ($r = 0.594$) and rewards ($r = 0.743$) similarly exhibit strong positive correlations, emphasising the importance of a positive work environment and effective rewards systems. Promotion opportunities also show a significant positive correlation ($r = 0.59$), highlighting the influence of career advancement on overall performance.

Control variables show that education has a positive correlation ($r = 0.295$) with employee performance, suggesting that higher educational attainment is linked to enhanced performance. These findings, combined with the descriptive statistics, underscore the significance of remuneration, staff welfare, rewards, and promotion structures in shaping a conducive work environment for improved employee performance. Organisations can leverage these insights to formulate targeted strategies

that align with the identified correlations and foster a positive and rewarding workplace culture.

4.3 Regression Analysis

This study employed a hierarchical regression modelling approach to investigate the associations between Employee Performance (the dependent variable) and a set of independent variables, while controlling for demographic factors. The analysis was conducted across five distinct models, with each model progressively introducing independent variables.

Table 2: Regression Analysis

| VARIABLES | MODE 1 | | MODEL 2 | | MODEL 3 | | MODEL 4 | | MODEL 5 | | VIF |
|---|----------|-------|----------|-------|----------|------|----------|------|----------|-------|-------|
| | Beta | SE | Beta | SE | Beta | SE | Beta | SE | Beta | SE | |
| Constant variables | | | | | | | | | | | |
| Gender | -0.149 | 0.19 | -0.149 | 0.19 | 0.037 | 0.15 | 0.001 | 0.13 | 0.012 | 0.13 | 1.046 |
| Education | 0.387*** | 0.125 | 0.387*** | 0.125 | 0.277*** | 0.1 | 0.208** | 0.09 | 0.208** | 0.086 | 1.054 |
| Experiance | 0.043 | 0.076 | 0.043 | 0.076 | 0.07 | 0.06 | 0.05 | 0.05 | 0.039 | 0.053 | 1.097 |
| Independent variables | | | | | | | | | | | |
| Remuneration | | | 0.686*** | 0.117 | 0.35** | 0.13 | 0.002 | 0.13 | 0.005 | 0.128 | 2.009 |
| Staff_welfare | | | | | 0.432*** | 0.1 | 0.215* | 0.09 | 0.188* | 0.098 | 2.111 |
| Rewards | | | | | | | 0.658*** | 0.11 | 0.605*** | 0.124 | 2.745 |
| Promotion | | | | | | | | | 0.105 | 0.11 | 2.132 |
| F | 3.555 | | 12.259 | | 15.351 | | 23.317 | | 20.095 | | |
| F Chance | 3.555 | | 34.565 | | 18.493 | | 34.881 | | 0.907 | | |
| R | 0.319 | | 0.588 | | 0.674 | | 0.778 | | 0.781 | | |
| R Squared | 0.102 | | 0.345 | | 0.455 | | 0.606 | | 0.61 | | |
| Adjusted Rsquared | 0.073 | | 0.317 | | 0.425 | | 0.58 | | 0.579 | | |
| R Squared Change | 0.102 | | 0.243 | | 0.11 | | 0.151 | | 0.004 | | |
| ***sig<0.001 (0.1 percent), **sig<0.01 (1 percent), *sig<0.05 (5 percent) | | | | | | | | | | | |

Source: Personal compilation of the author from SPSS-27 (2023)

Model 1: The first model includes Experience, Gender, and Education as predictors. The unstandardised coefficients reveal that Education (B = 0.387) has a positive and significant impact on employee performance. This suggests that for each unit increase in education level, employee performance is expected to increase by 0.387 units. However, Gender and Experience do not have statistically significant effects on employee performance in this model.

Model 2: In the second model, Remuneration is introduced. The β for Remuneration is 0.686, indicating that for each unit increase in remuneration, employee performance is expected to increase by 0.686 units. Gender, Education, and Experience continue to contribute, but Gender remains statistically insignificant.

Model 3: Staff Welfare is added in the third model. Both Remuneration ($B = 0.350$) and Staff Welfare ($B = 0.432$) have significant positive impacts on employee performance. A one-unit increase in remuneration is associated with a 0.350-unit increase in performance, and a one-unit increase in staff welfare is associated with a 0.432-unit increase in performance.

Model 4: Rewards is introduced in the fourth model. Remuneration, Staff Welfare, and Rewards all have positive and significant impacts on employee performance. The unstandardised coefficient for Rewards is 0.658 ($p < 0.01$), indicating a strong positive relationship.

Model 5: The final model adds Promotion as a predictor. Remuneration, Staff Welfare, Rewards, and Promotion all demonstrate positive and significant impacts on employee performance. The unstandardised coefficients represent the expected change in employee performance for a one-unit change in each predictor. For example, a one-unit increase in Promotion is associated with a 0.105-unit increase in employee performance.

The overall fit of the models improved progressively, as indicated by the increase in the R-square values from 10.2% in the first model to 61% in the final model. The change in R-square was statistically significant at each step ($p < 0.05$), suggesting that the added predictors contributed significantly to explaining the variance in employee performance.

The ANOVA results further support the significance of the models. Each step in the analysis yielded a significant F-statistic, indicating that the predictors collectively contribute to explaining the variance in employee performance. The p-values associated

with the F-statistics were all below the conventional significance threshold of 0.05, reinforcing the overall significance of the models.

Next, examining the coefficients in the final model (Model 5), it is evident that Remuneration, Staff Welfare, Rewards, and Promotion are all statistically significant predictors of employee performance ($p < 0.05$). These coefficients represent the strength and direction of the relationships. For instance, the positive coefficient for Rewards ($B = 0.605$) implies that an increase in rewards is associated with a higher employee performance score. Additionally, the negative coefficient for Gender in some models implies a negative relationship, though it is not statistically significant.

Notably, the collinearity statistics (Tolerance and VIF) indicate that multi collinearity is not a significant concern in the final model, suggesting that the independent variables are not highly correlated with each other.

In conclusion, the final model, including Experience, Gender, Education, Remuneration, Staff Welfare, Rewards, and Promotion, provides a robust prediction of employee performance. The inclusion of these factors demonstrates their individual and collective impact on explaining the variance in employee performance. Organisations may find these insights valuable for strategic decision-making, particularly in optimising remuneration, staff welfare, rewards, and promotion structures to enhance overall employee performance.

4.4 Chapter Summary

The methods for gathering and analysing data were described in this chapter, along with the outcomes. It included an account of the traits of the individuals who gave the study's data. Additionally, it included the conclusions drawn by using Excel and SPSS software to code and analyse the data. These findings have implications and relevance that will be covered within the next chapter.

CHAPTER FIVE: DISCUSSION OF FINDINGS

5.0 Introduction

This chapter provides a discussion of the study's findings in light of its objectives. It presents the data analysis outcomes for each objective and compares them with relevant literature from around the world.

5.1 To determine the effect of remuneration on employee performance

The primary objective of this study was to explore the influence of remuneration on employee performance. The analysis uncovered a statistically significant and positive correlation between remuneration and employee performance, aligning with existing research emphasising the motivational impact of compensation (Reddy, 2020). Nevertheless, it is crucial to recognise that remuneration is just one facet influencing employee performance, and factors like work motivation, job satisfaction, and work discipline also wield substantial influence (Sardjana, et al., 2018).

Numerous global studies such as Bao and Nizam (2015) in China, have delved into the intricate relationship between remuneration and employee performance. Additionally, An Indonesian study highlighted the pivotal role of remuneration in enhancing employee performance (Ismail, 2020). Similarly, a Kenyan study emphasised that remuneration serves as a long-term motivator for heightened productivity (Muchai, et al., 2018). In Nigeria, a research underscored the positive influence of compensation and benefits on both employee performance and organisational effectiveness (Sardjana et al., 2018). The research outcomes resonate with the current study's findings, reinforcing the positive association between remuneration and employee performance. However, it is crucial to acknowledge that the nature of this relationship may exhibit variability based on the organisational context and cultural nuances.

5.2 To establish the relationship between staff welfare and employee performance

The examination of the relationship between staff welfare and employee performance in this study yielded statistically significant positive correlations between the two variables. The research concluded that staff welfare plays a critical role in fostering employee recognition and satisfaction, consequently enhancing overall productivity. Notably, specific staff welfare practices such as retirement benefits, allowances/benefits, compensation, and medical insurance were identified as positively influencing employee performance.

These findings align with a broader body of research conducted worldwide. For example, a study in Kenya revealed that staff welfare practices contribute positively to employee performance (Agusioma et al., 2019). In the United States, research by Liang et al. (2023) demonstrated a positive association between employee-friendly practices and firm performance, highlighting the impact on productivity, innovation investment, and finance-related costs. Irefin and Mechanic's study (2014) emphasised the motivational impact of taking care of employees' well-being, leading to increased commitment and productivity with positive implications for organisational performance. Similarly, Pepra-Mensah et al. (2017) found that demonstrating concern for employees' well-being boosts commitment and performance, fostering organisational growth. Another study by Kimuyu (2012) reinforced the significance of staff welfare, indicating a substantial positive influence on employee performance.

5.3 To ascertain the effect of rewards on employee performance

Direct Rewards:

The analysis conducted to assess the effect of direct rewards on employee performance produced compelling results, showing that there is a statistically significant and positive association between direct rewards and employee performance. These results highlight how important direct reward structures are in influencing and inspiring workers to improve their general job performance. The positive correlation indicates that

companies with direct incentive programs that work are more likely to witness heightened levels of commitment, job satisfaction, and employee engagement, all of which improve organisational performance. (Waghe, et al., 2023)

Indirect Rewards:

Similarly, the analysis conducted to assess the effect of indirect rewards on employee performance produced compelling results, showing that there is a statistically significant and positive association between indirect rewards and employee performance. These results highlight how important indirect reward structures are in influencing and inspiring workers to improve their general job performance. The positive correlation indicates that companies with indirect incentive programs that work are more likely to witness heightened levels of commitment, job satisfaction, and employee engagement, all of which improve organisational performance. (Turnea, 2016)

In conclusion, both direct and indirect rewards have a positive and significant impact on employee performance. Organisations can boost employee motivation, loyalty, and productivity, which will ultimately result in better performance overall, by recognising and rewarding people for their achievements. Therefore, it is imperative for organizations to design and implement effective direct and indirect reward systems to foster a culture of high performance and achievement.

These conclusions are supported by various studies. Khawaja et al. (2012) examined the connection between rewards and employee performance in cement companies and found a direct relationship between the two. Ajila and Abiola (2004) concluded that a well-structured reward system enhances employee knowledge and abilities, leading to improved performance. Additionally, a study on intrinsic rewards and employee performance highlighted that an efficient reward system can increase employee performance by enhancing their skills and knowledge (Erez & Isen, 2002). This is supported by the practical implication that intrinsic rewards are effective in improving employee performance.

5.4 To discover the relationship between promotion and employee performance

The analysis's conclusions demonstrate a statistically significant positive correlation between employee performance and promotion, highlighting the role that career progression prospects have in affecting workers' overall effectiveness within the company. This result is in line with the body of research on organisational behaviour and HRM that highlights the motivating and performance-boosting benefits of promotions. The positive correlation implies that workers are more likely to perform at greater levels if they believe there is a clear path for career growth and are given opportunities for it. This connection can be linked to the motivational effect of promotions, which provide a sense of achievement and acknowledgment in addition to recognising employees' contributions.

The results of the current research align with those of numerous other researchers conducted worldwide. Studies conducted in several businesses and cultural settings have consistently shown a positive correlation between advancement possibilities and employee performance. Research has indicated that employees who view a promotion process that is fair and transparent have a greater tendency to demonstrate increased contentment with one's work, commitment, and a propensity to dedicate effort to their responsibilities. Moreover, promotion is frequently regarded as a crucial element in retaining exceptional employees and cultivating a favourable organisational culture.

The study conducted at the University of Abuja discovered a statistically significant positive relationship between promotion and employee performance (Duru, et al., 2023). This suggests that employees who receive promotions have higher job satisfaction and tend to demonstrate improved performance more frequently. The findings indicate that the University of Abuja's administration should maintain a consistent practice of treating their employees in a just and impartial manner when it comes to promotions. Additionally, they should uphold their existing regulations on promotions and career

advancement Duru et al (2023). In contrast to earlier studies, (Peter, 2014) conducted a survey research design and utilised descriptive statistics to examine the correlation between promotion and employee performance specifically at Dar es Salaam City Council. The research revealed that the contribution of job promotion to employee performance reached 32.61%, indicating that better promotion positions resulted in increased employee performance (Razak, et al., 2018). Another study by (Danish, et al., 2012) concluded that if job promotion is well executed, the performance of employees would be enhanced.

These consistent findings emphasise the global importance of acknowledging and incentivising employees through possibilities for promotion. Organisations should take these insights into account and deliberately create promotion systems that are in line with individuals' career goals, skills, and contributions. These practices not only improve employee satisfaction and dedication, but also contribute to the organisation's overall effectiveness and success.

In summary, the outcome of various studies point to a favorable correlation between employee performance and promotion. Organisations should closely follow their promotion policies, make sure the promotion process is fair, and promote individuals based on merit in order to ensure that this relationship is maintained and strengthened. Implementing this approach, organisations may cultivate a staff that is both content and efficient, resulting in enhanced overall performance.

5.5 Overview of the findings

The analysis unveiled a statistically significant positive correlation between remuneration and employee performance, consistent with prior research. While the impact of remuneration on performance is notable, it's crucial to acknowledge that employee performance is influenced by a myriad of factors. Beyond compensation, work motivation, job satisfaction, and work discipline play substantial roles in shaping the overall outcome. The study aligns with global research in Indonesia, Kenya, and

Nigeria, underscoring the importance of fair and motivating compensation practices. However, it's essential to recognise that the link between compensation and employee performance may vary based on the specific organisational context and culture.

Additionally, the research identified a clear and significant correlation between staff welfare and worker performance through statistical analysis. This underscores the importance of prioritising staff welfare to enhance employee recognition, satisfaction, and overall productivity. These findings resonate with global studies in Kenya and the United States, emphasising the positive impact of employee-friendly practices on firm performance. The consistent alignment with various studies underscores the significance of prioritising staff welfare practices to positively influence employee performance.

Moreover, the analysis demonstrated a strong and significant relationship between rewards and worker performance, emphasising the motivating role of reward systems. This aligns with numerous global studies emphasising the robust correlation between well-designed reward systems and elevated levels of employee engagement, job satisfaction, and commitment. Recognising that rewards extend beyond financial incentives, encompassing non-monetary recognition and career growth opportunities, underscores the importance of acknowledging and motivating employee contributions.

Finally, the analysis indicated a strong and statistically significant positive relationship between promotions and employee performance, highlighting the effect of career progression on the overall effectiveness. These findings align with global research, particularly in Nigeria, Tanzania, and Dar es Salaam City Council, underscoring the widespread significance of promotion opportunities. The study emphasises the importance of fairness and transparency in promotion processes, directly influencing employee satisfaction and performance.

In conclusion, the goals of the study offer insightful information about the variety of variables affecting worker performance. The significance of remuneration, staff welfare,

rewards, and promotions is evident, emphasising the need for organisations to meticulously plan and implement policies fostering a favorable and inspiring work environment. The practical implications of this study underscore the importance of adopting a holistic approach to employee performance, considering its multifaceted nature.

CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

The section serves as the research's final chapter. It summarises the results, the research's conclusion, and recommendations based on those results.

6.1 Conclusion

In conclusion, this study delved into the relationship between various factors and their influence on employee performance. The results uncovered significant insights, revealing the multifaceted nature of this critical issue.

Remuneration has a statistically significant positive relationship with employee performance, aligning with previous study. It is imperative to acknowledge that there are several aspects that impact employee performance, such as work discipline, motivation, and job satisfaction.

The research also establishes a positive relationship between staff welfare and worker performance. Staff welfare practices, including retirement benefits and compensation, play a pivotal role in enhancing employee satisfaction and recognition, contributing to improved productivity.

Furthermore, the analysis supports the idea that there is a strong and positive relationship between rewards and employee performance. Reward systems that are well-designed, including both monetary and non-monetary forms of recognition, have a positive effect on worker engagement, job satisfaction, and commitment.

Lastly, the study reveals a noteworthy positive relationship between promotion and employee performance, underscoring the significance of advancing in one's career. Fair and transparent promotion processes have been found to positively impact employee satisfaction and performance levels, as supported by global research.

6.2 Recommendations

The study's findings shed light on factors that influence suicidal risk among students, leading to the following recommendations:

- **Optimize Remuneration Practices:** Analysing and enhancing compensation practices is crucial for organisations to align with industry standards and fulfil employee expectations. It is important to analyse the provision of competitive salaries and benefits packages that align with employees' skills, experience, and contributions. Regularly evaluating remuneration structures is crucial for organisations to stay adaptable to market trends.
- **Enhance Staff Welfare Programs:** Enhancing employee wellbeing programs should be an organisation's top priority because there is a direct link between worker performance and staff welfare. The user suggests the need to reassess and enhance various aspects of retirement benefits, allowances, compensation, and medical insurance. The establishment of a work environment that prioritises the well-being of employees and encourages support is crucial for developing a positive organisational culture and increasing productivity.
- **Strengthen Reward Systems:** The impact of rewards on employee performance is substantial, thus organisations should enhance their reward systems. In addition to financial incentives, it is important to consider the inclusion of non-monetary forms of recognition, such as praise and appreciation. Customising rewards based on individual and team accomplishments, while maintaining transparency in the reward system, has the potential to enhance employee motivation and overall performance.
- **Promote Transparent Promotion Processes:** Organisations should implement transparent promotion processes in order to acknowledge the positive correlation between promotion opportunities and employee performance. The process entails effectively communicating the standards for progression, ensuring impartiality in the selection process, and offering growth opportunities to

employees to prepare them for higher positions. The presence of transparency in the promotion system has a positive effect on trust and confidence.

By implementing the recommendations provided, organisations have the opportunity to cultivate a workplace environment that promotes employee satisfaction, motivation, and commitment. This, in turn, can result in enhanced overall performance and organisational success.

6.3 Limitations

- **Cross-Sectional Nature:** The cross-sectional form of the study hinders the capability to demonstrate a causal relationship between the variables. Although notable correlations were found, employing a longitudinal methodology would yield a more comprehensive comprehension of how alterations in compensation, employee well-being, incentives, and advancement impact employee productivity over a period of time.
- **Limited Generalisability:** The conclusions of the study may not be widely applicable due to the limited sample size and the unique industrial emphasis. Prudence should be employed when generalising the findings to diverse sectors, company scales, or cultural environments. To enhance the study's generalisability, future investigations have to aim to incorporate a diverse group of subjects.
- **Omitted Variables:** The study focused on specific factors (remuneration, staff welfare, rewards, promotion) influencing employee performance. However, there may be other unexplored variables that contribute to variations in performance. Future studies should consider a broader set of variables to capture the complexity of organisational dynamics.
- **Potential Confounding Factors:** Even with statistical controls, it is not possible to completely exclude the potential influence of confounding variables on the connections. Unforeseen variables, such as the culture within the organisation or

external economic circumstances, may influence the observed connections. Subsequent investigations should implement stricter control mechanisms.

- **Single-Source Data:** The reliance on data from a single source, public sector employees, may introduce common method bias. Future studies could include information from several sources, including organisational records and supervisor assessments, to lessen this restriction and offer a more complete picture of worker performance.

Recognising these constraints is essential for appropriately evaluating the study's results and serves as a basis for improving research procedures in future inquiries.

6.4 Recommendations for Future Studies

- **Longitudinal Studies on Employee Performance:** It is recommended to carry out longitudinal studies to further investigate the dynamic nature of the relationships that have been identified in this study. Analysing the relationship between remuneration, staff welfare, rewards, and promotion and their influence on employee performance over a prolonged duration can yield valuable insights into the lasting effects of these factors.
- **Cross-Cultural Comparative Analysis:** Examine the cross-cultural differences in the connections among remuneration, staff welfare, rewards, promotion, and employee performance. By conducting a comparative analysis across various cultural contexts, we can gain insights into the ways in which different factors interact with diverse value systems and organisational cultures.
- **Qualitative Exploration of Employee Perspectives:** To enhance the quantitative findings, it is recommended to incorporate qualitative insights through methods such as conducting in-depth interviews or organising focus group discussions. Examining the viewpoints of employees regarding compensation, employee well-being, incentives, and career advancement can

offer a more comprehensive comprehension of the intricate elements that impact their job performance.

- **Sector-Specific Studies:** Perform targeted research studies that are customised for specific industry sectors to identify and analyse the unique nuances and intricacies of the relationships within those sectors. The impact of remuneration, staff welfare, rewards, and promotion on employee performance can vary depending on the unique characteristics of different industries.
- **Exploration of Additional Factors:** Investigate additional factors that may interact with or moderate the relationships studied. Factors such as leadership styles, organisational culture, and a more thorough knowledge of the many factors influencing employee performance may be facilitated by job roles.

By incorporating these recommendations into future research, scholars may enhance the depth and breadth of knowledge regarding the elements that impact employee performance. This will enable organisations to customise their strategies in order to maximise staff efficiency.

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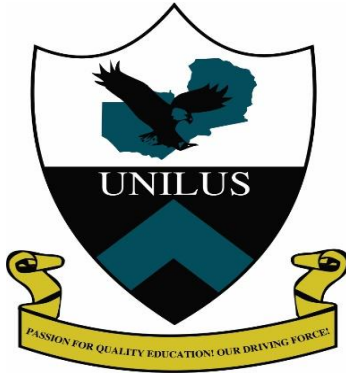
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APPENDIX



UNIVERSITY OF LUSAKA

SCHOOL OF POSTGRADUATE STUDIES

RESEARCH QUESTIONNAIRE

Dear Respondent,

This survey aims to infer data on the research title: **AN ASSESSMENT ON THE EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE IN THE PUBLIC SECTOR IN NDOLA, ZAMBIA.** Your responses to this survey will be kept completely anonymous and only used for academic purposes; no identities of specific people will be disclosed in any reports to guarantee that nobody is harmed. Please feel free to express your opinions honestly and openly. I appreciate your assistance.

For any more follow-ups kindly contact:

Name: Carol Chondoka

Phone Number: 0978359540/ 0962855434

Email Address: chondokacarol@gmail.com

SECTION A: DEMOGRAPHIC INFORMATION

Please indicate the response in this section that most effectively meets your criteria.

1. Gender
 - A. Male
 - B. Female

2. Level of your education
 - A. College certificate
 - B. Diploma
 - C. Degree
 - D. Masters' degree

3. How long have you worked in this organisation?
 - A. Less than 1 year
 - B. 1 – 3 years
 - C. 4 – 6 years
 - D. 6 - 10 years
 - E. More than 10 years

4. What is your role in this organisation
 - A. Senior Management
 - B. Middle Management
 - C. Junior Management
 - D. Non-Management Professional

SECTION B: DEPENDENT VARIABLE.

Using a Likert Scale of 1 to 5 where;

Strongly disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, and Strongly agree = 5.

Respond to the questions below by ticking the number closest to your view or opinion.

Employee performance

| | ITEMS | RESPONSE | | | | |
|---|--|----------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | Opportunities for training improve employee performance and increase output. | | | | | |
| 2 | New skills and development enhance employee performance. | | | | | |
| 3 | Frequent promotion prospects motivate employees to work for the organisation longer. | | | | | |
| 4 | Good leadership and communication skills enhance employee performance. | | | | | |

SECTION C: INDEPENDENT VARIABLES

You may click in the box that shows the best response from the following five (5) indicators to indicate your response. Where:

Strongly Agree = 1, Disagree = 2, Neutral (N) = 3, Strongly Agree = 4, and Agree = 5

Remuneration

| | ITEMS | RESPONSE | | | | |
|---|--|----------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | A competitive and fair remuneration package generally leads to increased job satisfaction and better performance among employees. | | | | | |
| 2 | The organisational benefits packages such as health insurance, and retirement plans positively contributed to job satisfaction and employee performance. | | | | | |
| 3 | The employee got opportunities for salary growth and advancement within the organisation. | | | | | |
| 4 | Employees believe that the current compensation package positively affects their job performance. | | | | | |

Staff welfare

| | ITEMS | RESPONSE | | | | |
|---|---|----------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | The organisational investments to support employee to receive personal and professional development has positively contributed to employee performance. | | | | | |
| 2 | Workplace stress has a great impact on the employee performance. | | | | | |
| 3 | A supportive work environment has a great influence on overall | | | | | |

| | | | | | | |
|---|---|--|--|--|--|--|
| | productivity and employee performance. | | | | | |
| 4 | The health and wellness programs provided by the company positively influence employee performance. | | | | | |

Rewards

| | ITEMS | RESPONSE | | | | |
|---|---|----------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | Receiving rewards and recognition improves employee performance. | | | | | |
| 2 | Financial incentives like bonuses on employee motivation to perform well have greatly contributed to employee performance. | | | | | |
| 3 | Career advancement opportunities provided as rewards have positively influenced employee performance. | | | | | |
| 4 | The fairness and transparency of the rewards and recognition system in the organisation have a positive effect on employee performance. | | | | | |

Promotion

| | ITEMS | RESPONSE | | | | |
|---|---|----------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | Promotions are based on merit and actual employee performance in an organisation. | | | | | |
| 2 | Fairness in the promotion process regarding its impact greatly influences employee performance. | | | | | |
| 3 | Generally, promotions lead to job satisfaction and better performance among employees. | | | | | |
| 4 | Promotion has an influence on employee motivation to perform well in the current role. | | | | | |



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of
LUSAKA

Plot No. 37413, Off Alick Nkhata Mass Media, P. O. Box 36711, Lusaka
Phone: +260 211 233407, 258409, Fax: +260 211 233409, E-mail: vicechancellor@unilus.ac.zm, registrar@unilus.ac.zm
Website: www.unilus.ac.zm

All correspondence should be addressed to the Vice Chancellor

05th October, 2023.

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: AN ASSESSMENT OF THE EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE IN THE PUBLIC SECTOR.

This letter serves to introduce **CAROL CHONDOKA**, Identity Number **MBAGEN22112786** as a bona fide student of the University of Lusaka pursuing Master of Business Administration General.

CAROL CHONDOKA is required to submit a Dissertation as part of the requirements for the award of a Master of Business Administration General and therefore seeks to collect data from your institution. Her Dissertation title is stated above.

The data will be used solely for Academic purposes and a copy of the final document can be availed to you upon request.

Any assistance given to her will be greatly appreciated.

Yours sincerely,

Mwamba Chanda (Mr.)
DEPUTY REGISTRAR



SPSS OUTPUT

EMPLOYEE PERFORMANCE

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .931 | 4 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| Employee performance [Opportunities for training improve employee performance and increase output.] | 13.13 | 8.054 | .820 | .916 |
| Employee performance [New skills and development enhance employee performance.] | 13.09 | 7.840 | .880 | .895 |
| Employee performance [Frequent promotion prospects motivate employees to work for the organization longer.] | 13.03 | 9.201 | .759 | .934 |
| Employee performance [Good leadership and communication skills enhance employee performance.] | 13.07 | 7.985 | .901 | .888 |

REMUNERATION

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .701 | 4 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| Remuneration [A competitive and fair remuneration package generally leads to increased job satisfaction and better performance among employees.] | 12.13 | 4.263 | .565 | .585 |
| Remuneration [The organizational benefits packages such as health insurance, and retirement plans positively contributed to job satisfaction and employee performance.] | 12.08 | 4.410 | .681 | .523 |
| Remuneration [The employee got opportunities for salary growth and advancement within the organization.] | 12.53 | 5.335 | .304 | .748 |
| Remuneration [Employees believe that the current compensation package positively affects their job performance.] | 12.53 | 5.002 | .437 | .667 |

STAFF WELFARE

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .870 | 4 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| Staff welfare [The organizational investments to support employee to receive personal and professional development has positively contributed to employee performance.] | 12.68 | 8.621 | .598 | .886 |
| Staff welfare [Workplace stress has a great impact on the employee performance.] | 12.28 | 8.099 | .719 | .836 |
| Staff welfare [A supportive work environment has a great influence on overall productivity and employee performance.] | 12.23 | 8.157 | .805 | .802 |
| Staff welfare [The health and wellness programs provided by the company positively influence employee performance.] | 12.47 | 8.378 | .790 | .809 |

REWARDS

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .912 | 4 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| Rewards [Receiving rewards and recognition improves employee performance.] | 12.75 | 6.563 | .735 | .910 |
| Rewards [Financial incentives like bonuses on employee motivation to perform well have greatly contributed to employee performance.] | 12.73 | 6.511 | .823 | .879 |
| Rewards [Career advancement opportunities provided as rewards have positively influenced employee performance.] | 12.88 | 6.485 | .796 | .888 |
| Rewards [The fairness and transparency of the rewards and recognition system in the organization have a positive effect on employee performance.] | 12.79 | 6.415 | .854 | .868 |

PROMOTION

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .750 | 4 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| Promotion [Promotions are based on merit and actual employee performance in an organization.] | 12.81 | 5.817 | .333 | .863 |
| Promotion [Fairness in the promotion process regarding its impact greatly influences employee performance.] | 12.03 | 5.862 | .702 | .617 |
| Promotion [Generally, promotions lead to job satisfaction and better performance among employees.] | 12.06 | 5.828 | .669 | .630 |
| Promotion [Promotion has an influence on employee motivation to perform well in the current role.] | 12.00 | 6.358 | .621 | .664 |

CORRELATION

Descriptive Statistics

| | Mean | Std. Deviation | N |
|--|--------|----------------|-----|
| Employee_performance | 4.3600 | .94770 | 100 |
| Gender | 1.60 | .492 | 100 |
| Education | 2.87 | .747 | 100 |
| How long have you worked in this organization? | 3.88 | 1.225 | 100 |
| What is your role in this organization | 2.61 | 1.034 | 100 |
| Remuneration | 4.1225 | .69079 | 100 |
| Staff_welfare | 4.1525 | .92751 | 100 |
| Rewards | 4.2704 | .83625 | 98 |
| Promotion | 4.0525 | .83128 | 100 |

Correlations

| | | Employee_performance | Gender | Education | How long have you worked in this organization? | What is your role in this organization | Remuneration | Staff_welfare | Rewards | Promotion |
|--|---------------------|----------------------|--------|-----------|--|--|--------------|---------------|---------|-----------|
| Employee_performance | Pearson Correlation | -- | | | | | | | | |
| | N | 100 | | | | | | | | |
| Gender | Pearson Correlation | -.089 | -- | | | | | | | |
| | Sig. (2-tailed) | .380 | | | | | | | | |
| Education | Pearson Correlation | .295** | -.088 | -- | | | | | | |
| | Sig. (2-tailed) | .003 | .385 | | | | | | | |
| How long have you worked in this organization? | Pearson Correlation | .033 | .054 | -.094 | -- | | | | | |
| | Sig. (2-tailed) | .743 | .596 | .350 | | | | | | |
| What is your role in this organization | Pearson Correlation | -.195 | .226* | -.367** | -.005 | -- | | | | |
| | Sig. (2-tailed) | .051 | .024 | <.001 | .957 | | | | | |
| Remuneration | Pearson Correlation | .534** | -.122 | .113 | .041 | -.116 | -- | | | |
| | Sig. (2-tailed) | <.001 | .228 | .264 | .682 | .249 | | | | |
| Staff_welfare | Pearson Correlation | .594** | -.167 | .153 | -.130 | -.120 | .593** | -- | | |
| | Sig. (2-tailed) | <.001 | .096 | .129 | .198 | .235 | <.001 | | | |
| Rewards | Pearson Correlation | .743** | -.092 | .197 | .008 | -.235* | .669** | .634** | -- | |
| | Sig. (2-tailed) | <.001 | .368 | .052 | .940 | .020 | <.001 | <.001 | | |
| Promotion | Pearson Correlation | .590** | -.139 | .141 | .108 | -.070 | .502** | .582** | .683** | -- |
| | Sig. (2-tailed) | <.001 | .166 | .161 | .285 | .489 | <.001 | <.001 | <.001 | |
| | N | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 98 | 100 |

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

REGRESSION

Model Summary^f

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | Change Statistics | | | Sig. F Change | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-----------------|-------------------|-----|-----|---------------|---------------|
| | | | | | | F Change | df1 | df2 | | |
| 1 | .319 ^a | .102 | .073 | .91873 | .102 | 3.555 | 3 | 94 | .017 | |
| 2 | .588 ^b | .345 | .317 | .78865 | .243 | 34.565 | 1 | 93 | <.001 | |
| 3 | .674 ^c | .455 | .425 | .72353 | .110 | 18.493 | 1 | 92 | <.001 | |
| 4 | .778 ^d | .606 | .580 | .61855 | .151 | 34.881 | 1 | 91 | <.001 | |
| 5 | .781 ^e | .610 | .579 | .61886 | .004 | .907 | 1 | 90 | .343 | 1.782 |

a. Predictors: (Constant), Experience, Gender, Education

b. Predictors: (Constant), Experience, Gender, Education, Remuneration

c. Predictors: (Constant), Experience, Gender, Education, Remuneration, Staff_welfare

d. Predictors: (Constant), Experience, Gender, Education, Remuneration, Staff_welfare, Rewards

e. Predictors: (Constant), Experience, Gender, Education, Remuneration, Staff_welfare, Rewards, Promotion

f. Dependent Variable: Employee_performance

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|--------------------|
| 1 | Regression | 9.001 | 3 | 3.000 | 3.555 | .017 ^b |
| | Residual | 79.341 | 94 | .844 | | |
| | Total | 88.342 | 97 | | | |
| 2 | Regression | 30.499 | 4 | 7.625 | 12.259 | <.001 ^c |
| | Residual | 57.843 | 93 | .622 | | |
| | Total | 88.342 | 97 | | | |
| 3 | Regression | 40.180 | 5 | 8.036 | 15.351 | <.001 ^d |
| | Residual | 48.162 | 92 | .524 | | |
| | Total | 88.342 | 97 | | | |
| 4 | Regression | 53.526 | 6 | 8.921 | 23.317 | <.001 ^e |
| | Residual | 34.817 | 91 | .383 | | |
| | Total | 88.342 | 97 | | | |
| 5 | Regression | 53.873 | 7 | 7.696 | 20.095 | <.001 ^f |
| | Residual | 34.469 | 90 | .383 | | |
| | Total | 88.342 | 97 | | | |

a. Dependent Variable: Employee_performance

b. Predictors: (Constant), Experience, Gender, Education

c. Predictors: (Constant), Experience, Gender, Education, Remuneration

d. Predictors: (Constant), Experience, Gender, Education, Remuneration, Staff_welfare

e. Predictors: (Constant), Experience, Gender, Education, Remuneration, Staff_welfare, Rewards

f. Predictors: (Constant), Experience, Gender, Education, Remuneration, Staff_welfare, Rewards, Promotion

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|-------|---------------|-----------------------------|------------|---------------------------|-------|-------|-------------------------|-------|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 3.305 | .586 | | 5.643 | <.001 | | |
| | Gender | -.149 | .190 | -.077 | -.783 | .435 | .992 | 1.008 |
| | Education | .387 | .125 | .304 | 3.089 | .003 | .987 | 1.013 |
| | Experiencing | .043 | .076 | .056 | .570 | .570 | .991 | 1.009 |
| 2 | (Constant) | .582 | .684 | | .851 | .397 | | |
| | Gender | -.032 | .164 | -.017 | -.196 | .845 | .978 | 1.023 |
| | Education | .316 | .108 | .248 | 2.917 | .004 | .975 | 1.026 |
| | Experiencing | .023 | .065 | .029 | .345 | .731 | .988 | 1.012 |
| | Remuneration | .686 | .117 | .501 | 5.879 | <.001 | .970 | 1.031 |
| 3 | (Constant) | -.011 | .642 | | -.017 | .987 | | |
| | Gender | .037 | .151 | .019 | .244 | .808 | .966 | 1.035 |
| | Education | .277 | .100 | .218 | 2.778 | .007 | .967 | 1.035 |
| | Experiencing | .070 | .061 | .091 | 1.155 | .251 | .955 | 1.047 |
| | Remuneration | .350 | .132 | .256 | 2.640 | .010 | .633 | 1.581 |
| | Staff_welfare | .432 | .100 | .423 | 4.300 | <.001 | .611 | 1.637 |
| 4 | (Constant) | -.151 | .550 | | -.275 | .784 | | |
| | Gender | .001 | .129 | .000 | .007 | .994 | .964 | 1.037 |
| | Education | .208 | .086 | .164 | 2.422 | .017 | .949 | 1.054 |
| | Experiencing | .050 | .052 | .064 | .951 | .344 | .951 | 1.051 |
| | Remuneration | .002 | .128 | .002 | .017 | .986 | .498 | 2.008 |
| | Staff_welfare | .215 | .093 | .211 | 2.299 | .024 | .516 | 1.937 |
| | Rewards | .658 | .111 | .576 | 5.906 | <.001 | .455 | 2.198 |
| 5 | (Constant) | -.224 | .555 | | -.403 | .688 | | |
| | Gender | .012 | .130 | .006 | .094 | .925 | .956 | 1.046 |
| | Education | .208 | .086 | .163 | 2.414 | .018 | .949 | 1.054 |
| | Experiencing | .039 | .053 | .051 | .736 | .464 | .911 | 1.097 |
| | Remuneration | .005 | .128 | .003 | .036 | .971 | .498 | 2.009 |
| | Staff_welfare | .188 | .098 | .184 | 1.926 | .057 | .474 | 2.111 |
| | Rewards | .605 | .124 | .530 | 4.857 | <.001 | .364 | 2.745 |
| | Promotion | .105 | .110 | .092 | .953 | .343 | .469 | 2.132 |

a. Dependent Variable: Employee_performance

Collinearity Diagnostics^a

| Model | Dimension | Eigenvalue | Condition Index | Variance Proportions | | | | | | | |
|-------|-----------|------------|-----------------|----------------------|--------|-----------|------------|------------------|---------------|---------|-----------|
| | | | | (Constant) | Gender | Education | Experiance | Remuneratio n | Staff_welfare | Rewards | Promotion |
| 1 | 1 | 3.814 | 1.000 | .00 | .01 | .00 | .01 | | | | |
| | 2 | .086 | 6.663 | .00 | .19 | .08 | .73 | | | | |
| | 3 | .082 | 6.824 | .00 | .54 | .36 | .01 | | | | |
| | 4 | .018 | 14.410 | .99 | .27 | .55 | .25 | | | | |
| 2 | 1 | 4.781 | 1.000 | .00 | .00 | .00 | .00 | .00 | | | |
| | 2 | .087 | 7.432 | .00 | .04 | .28 | .54 | .01 | | | |
| | 3 | .085 | 7.484 | .00 | .72 | .03 | .23 | .01 | | | |
| | 4 | .037 | 11.326 | .02 | .05 | .57 | .15 | .36 | | | |
| | 5 | .010 | 21.849 | .97 | .19 | .12 | .08 | .62 | | | |
| 3 | 1 | 5.736 | 1.000 | .00 | .00 | .00 | .00 | .00 | .00 | | |
| | 2 | .101 | 7.551 | .00 | .26 | .09 | .26 | .01 | .05 | | |
| | 3 | .086 | 8.188 | .00 | .48 | .00 | .51 | .00 | .00 | | |
| | 4 | .053 | 10.421 | .00 | .00 | .74 | .01 | .03 | .13 | | |
| | 5 | .015 | 19.632 | .15 | .09 | .05 | .17 | .43 | .80 | | |
| | 6 | .010 | 24.010 | .85 | .16 | .11 | .05 | .52 | .02 | | |
| 4 | 1 | 6.712 | 1.000 | .00 | .00 | .00 | .00 | .00 | .00 | .00 | |
| | 2 | .108 | 7.896 | .00 | .29 | .04 | .24 | .01 | .04 | .01 | |
| | 3 | .086 | 8.852 | .00 | .44 | .01 | .54 | .00 | .00 | .00 | |
| | 4 | .056 | 10.901 | .00 | .01 | .78 | .01 | .01 | .05 | .02 | |
| | 5 | .016 | 20.657 | .01 | .03 | .01 | .09 | .17 | .90 | .21 | |
| | 6 | .013 | 22.649 | .48 | .13 | .07 | .10 | .10 | .00 | .47 | |
| | 7 | .009 | 27.415 | .51 | .10 | .09 | .03 | .71 | .00 | .29 | |
| 5 | 1 | 7.687 | 1.000 | .00 | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| | 2 | .113 | 8.248 | .00 | .32 | .02 | .19 | .00 | .03 | .01 | .01 |
| | 3 | .087 | 9.421 | .00 | .36 | .02 | .56 | .00 | .00 | .00 | .00 |
| | 4 | .059 | 11.416 | .00 | .04 | .79 | .01 | .01 | .03 | .01 | .01 |
| | 5 | .018 | 20.529 | .04 | .03 | .01 | .01 | .13 | .19 | .03 | .58 |
| | 6 | .016 | 22.150 | .03 | .04 | .02 | .09 | .24 | .73 | .12 | .01 |
| | 7 | .012 | 25.337 | .58 | .12 | .08 | .15 | .00 | .02 | .31 | .17 |
| | 8 | .008 | 30.950 | .35 | .08 | .06 | .00 | .61 | .01 | .53 | .21 |

a. Dependent Variable: Employee_performance

Excluded Variables^a

| Model | | Beta In | t | Sig. | Partial Correlation | Collinearity Statistics | | |
|-------|---------------|-------------------|--------|-------|---------------------|-------------------------|-------|-------------------|
| | | | | | | Tolerance | VIF | Minimum Tolerance |
| 1 | Remuneration | .501 ^b | 5.879 | <.001 | .521 | .970 | 1.031 | .970 |
| | Staff_welfare | .577 ^b | 7.030 | <.001 | .589 | .937 | 1.068 | .937 |
| | Rewards | .708 ^b | 10.304 | <.001 | .730 | .955 | 1.048 | .950 |
| | Promotion | .562 ^b | 6.797 | <.001 | .576 | .945 | 1.058 | .945 |
| 2 | Staff_welfare | .423 ^c | 4.300 | <.001 | .409 | .611 | 1.637 | .611 |
| | Rewards | .664 ^c | 7.243 | <.001 | .603 | .539 | 1.857 | .539 |
| | Promotion | .413 ^c | 4.615 | <.001 | .434 | .723 | 1.383 | .723 |
| 3 | Rewards | .576 ^d | 5.906 | <.001 | .526 | .455 | 2.198 | .455 |
| | Promotion | .300 ^d | 3.122 | .002 | .311 | .586 | 1.707 | .495 |
| 4 | Promotion | .092 ^e | .953 | .343 | .100 | .469 | 2.132 | .364 |

a. Dependent Variable: Employee_performance

b. Predictors in the Model: (Constant), Experience, Gender , Education

c. Predictors in the Model: (Constant), Experience, Gender , Education, Remuneration

d. Predictors in the Model: (Constant), Experience, Gender , Education, Remuneration, Staff_welfare

e. Predictors in the Model: (Constant), Experience, Gender , Education, Remuneration, Staff_welfare, Rewards

Residuals Statistics^a

| | Minimum | Maximum | Mean | Std. Deviation | N |
|----------------------|----------|---------|--------|----------------|----|
| Predicted Value | 1.0675 | 5.2463 | 4.3495 | .74525 | 98 |
| Residual | -1.94947 | 1.02012 | .00000 | .59611 | 98 |
| Std. Predicted Value | -4.404 | 1.203 | .000 | 1.000 | 98 |
| Std. Residual | -3.150 | 1.648 | .000 | .963 | 98 |

a. Dependent Variable: Employee_performance