

An Analysis of the Impact of Motivation on Employee Performance: A Case Study of Selected Private Universities in Lusaka

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ABSTRACT

The purpose of conducting this research was to analyze the impact of Motivation on employee performance. One of the major concerns of organizations is its profitability, hence the need for efficiency. Organizations are in continuous state of competition, and this has increased the need to improve employee's performance in organizations. The major focus of the study was in the education sector particularly the selected private universities in Lusaka district. A sample of 143 respondents was used which included Professors, Top Admin staff, Lecturers and supporting staff members of the selected private universities of Lusaka district. Distribution tables, pie charts and percentage tables were used to analyse and simplify the primary data that was collected. It is vital for any Organization including the education sector to persistently discover different ways of motivating employees. Retaining their staff is very important for the growth and efficiency of the universities. From the findings it was revealed that, motivation can either increase or decrease performance of employees depending on the form of motivation used. Organisation should understand the motivating need of each employee to improve performance. The study concluded that employee performance in relation to motivation is a vital aspect influencing this research.

Keywords: Motivation and Performance

INTRODUCTION AND BACKGROUND OF STUDY

It is generally agreed that any organization's greatest asset, is the human resource, it is therefore widely recognized in the human resource literature that promotion of the motivation of workers in both private and public organization leads to a higher quality of human resources and optimum performance (Albrecht et al, 2015).

One may ask why there is need for managers to spend time on motivating their employees. The answer is simple, "to extend the organization's existence". Employees make up an organization and if they do not have organizational commitment, there is no incentive to excel at their jobs.

This section presents the background to the study, statement of the problem, objectives of the study, significance, and scope of the study, etc. The study will focus on, the analysis of the impact of motivation on performance of employees in the selected Private Universities in Lusaka District. The universities under research are Cavendish University, Luitebm University and Zambia Open University.

The importance of employee satisfaction and work motivation is growing all the time in the companies. Many researchers have been made to find out what the effect of job satisfaction and motivation has on the performance and productivity of the organization.

Practically all people are concerned with motivation to some extent, and something all employees have in common is that they are people; and people work best when they are motivated (Whiteley, 2002).

For the company to optimize employee's performance there is need for employees to be sufficiently motivated. Therefore, successful work performance can arise from a variety of motives, for instance two people doing similar jobs may both be successful for different reasons, one salesperson, may be motivated by the commission earned on sales, while the other may be more concerned with meeting sales targets. This creates a nuance in the subject matter because motivation to enhance performance varies from person to person and from company to company (William, 2010).

The above therefore arouses more critical academic thinking within the subject area. William (2010) further states that contemporary research and observations show that well motivated employees are more productive and creative towards achieving company or organizational goals. On the other hand, less, motivated employees perform less and tend to divert from attaining organizational goals.

One of the biggest problems facing managers in the organizations is how best to get employees committed to their work and put in their best towards the accomplishment of the organization's objectives. Motivation is concerned with why people do what they do. It answers questions such as why do managers or workers go to work and do a good job. This tries to explain what motivates people to act the way they do, with primary focus on the workplace. It is the primary task of the manager to create and maintain an environment in which employees can work efficiently and realize the objectives of the organization (Maduka & Okafor, 2014).

Statement of the Problem

According to Samsudin (2006: 282), work motivation is something that gives rise to motivation or enthusiasm for work. Motivation moves people to display behavior towards the achievement of a particular goal (Ismet Sulila; 2019). Motivation is the driving force in getting the best out of employees. Low or Lack of motivation affects employees and organization performance. Based on the findings from the selected private universities in Lusaka district, there are a lot of problems associated with employee motivation that affects performance. The problems include lack of resources, low morale, low job satisfaction, lack of recognition and major workload. (Bennell and Akyeampong 2007) Others are low pay, absenteeism, poor quality of leadership, lack of incentives by the said universities, no proper employment contracts, and lack of job security. Well aligned employee motivation will increase morale and loyalty, reduce conflict, and enhance relationships. Highly motivated employees will maximize their time and effort into doing the jobs. Efficient organization goals will be achieved and maximum job satisfaction when employees are highly motivated.

The positive impact of employee motivation on performance includes lower level of absenteeism, low levels of staff turnover, improved performance, and quality of customer service. Having a motivated workforce will enhance productivity. Employees at the selected private universities in Lusaka have different preferences on what motivates them. Some its money while others its recognition. It is the onus of the Human Resource managers to get the best out of the employees. Employees contribute to the success of the organization, hence the need for organizations to realize the importance and value of employees.

Low motivation affects employees and organization performance. Employer should exercise employee motivation through the series of rewards for job well done and better organizational performance (Sevanson 2011). Although some universities have put in place motivation rewards to employees, the gap still need to be bridged. A lot of motivation challenges still exist. High employee turnover is another problem being experienced at these universities in Lusaka district. Because there is nothing that motivate them, they tend to leave and look for greener pastures. They are mostly unhappy, frustrated and nothing inspires them. Nothing challenges them anyone hence the need to leave and find something better. Lack of promotional opportunities, and uncooperative colleagues in s some cases are also a major contributor of low motivation (Lope 2004)

Aim of study

To analyze the impact of motivation on employee performance, on selected private universities in Lusaka province.

Specific Objectives

- To analyze the impact of motivation on performance, on selected private universities in Lusaka province.
- To examine the effectiveness of the policy on motivation of employees in the selected private universities in Lusaka District.
- To determine whether there is a relationship between motivational factors and improved performance in the selected Private Universities in Lusaka District.

LITERATURE REVIEW

INTRODUCTION

Work is an important event, a fact that is inevitable in the life of an individual in whatever forms it is done, it is an activity and source of satisfaction one needs. Employees try to find satisfaction and motivation in what they do and as a result the manager should be able to understand the problems faced by his employees and find a way of satisfying their needs and aspirations. The general assumption is that an adequately motivated worker will in turn give in his or her best towards the attainment of organizational goals. A good number of employees are adequately paid in their jobs to work hard and maintain a high standard of productivity and performance while some even though they work hard do not receive much material gains to show for it. The issue under consideration is how a worker in an organization with a particular set of does needs achieve the reward he desires? This chapter covers a detailed presentation of the information obtained from local and foreign publications on, motivation, job satisfaction and the effect of motivation and employee performance in order to broaden the understanding of the researcher on the subject matter being considered in the study. It is structured in such a way that it starts with the theoretical framework, followed by previous studies and then comparative analysis. The source of information covered in this chapter includes both published and unpublished literature.

Theoretical Framework

In the early 20th century, money was regarded as the most important input into the production of goods and services. However, after a series of researchers, one known to be the “Hawthorne Studies”, conducted by Elton Mayo from 1924-1932 at the Hawthorne Works of the American Western Electric Company in Chicago, it was observed that employees were not motivated solely by money but that employee behavior was linked to their attitudes. The Hawthorn studies began the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers. This paved way for other theories and definitions on motivation and performance at the work place (Kuranchie-Mensah & Amponsah-Tawiah, 2015).

The Hawthorne studies were the first real attempt at investigating the influences of performance on the job. The researchers discovered that organizations were not merely economic institutions but composed of many social organizations. People within the organizations form lasting relationship that affect the way they behave at work. These relationships can even affect the effectiveness of the organization. It is these studies

that set the stage for research in human behavior in the decades that followed. Though the experiments and the theories involved are criticized today for flaws in the methodologies used and statistical inaccuracies, the Hawthorne studies can be credited with turning management theories away from the simplistic “economic man” model to a more humanistic and realistic view, the “social man” model. The studies that followed reviewed that a human being was complex (Hichibala, 2003).

Motivation

The term “motivation” derives from the Latin word for movement (*movere*). A motive is a reason for doing something. Rivai (2011: 837) states motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals, Robbins (2010: 458) argues that motivation is a willingness to make high-level efforts to achieve organizational goals, required by the ability of the business to satisfy certain individuals. Motivation is an important concept in the study of individual work performance, Winardi (2004).

Havinal (2009, p. 75) states that a manager gets work done through others. Getting the work done depends mainly on whether a person has been motivated to do it. Motivating an employee is to create a need and a desire on the part of the employee to better his performance. This can be done by creating in him a sense of responsibility and feeling of special interest in his work. Motivation concerns itself with “will to work”. It is a behavioral concept by which a manager tries to understand why people behave as they do. Performance of an employee depends on two factors, ability to work and willingness to work. Mathematically:

Performance – Ability × willingness

Motivation is enhancing the willingness to work which improves the performance (Havinal, 2009). Motivation, as a process, started with a need in human beings which creates a vacuum in a person. In an attempt to fill the vacuum an internal driving force is generated which starts and sustains a chain of action and reaction. It is at that point that the vacuum is also filled. With this background, motivation can be defined as the internal or external driving force that produces the willingness to perform an act to a conclusive end (Maduka & Okafor, 2014). This first aspect of motivation we choose to describe as internal motivation because the driving force comes from within an individual. The second aspect is external motivation, is applied by the organization (Maduka & Okafor, 2014).

Motivation has been an issue of concern in the past and has established itself as an integral part in current organizational settings. Motivation is quite complex to comprehend thus placing awareness to the fact that several factors influence employee performance in a particular organization. Reason being that, what motivates one worker will not definitely motivate the other employee within the same organization. Motivation is a factor that exists in an individual which has the potential to affect the way, strength, and eagerness of behaving towards work (William, 2010).

According to Maduka & Okafor (2014), employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations. A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore, motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees.

Theories and Models of Motivation

The fields of employee motivation and employee performance are solidly grounded in literature and research, the theories and module of motivation seek to justify why certain employees act or do things in a certain way rather than others. For the purpose of this research, the following theories and models will be

considered to be vital for this study: Abraham Maslow's hierarchy of needs, Frederick Herzberg Theory of motivation, and, Porter and Lawler's Extension of Expectancy Theory. The literature will expand on some of these theories.

Abraham Maslow's Hierarchy of Needs

Different scholars have put forth different explanations on how motivation can be achieved within an organization. Prominent amongst them is Maslow with the theory of "Maslow's Hierarchy of needs". Consequently, Maslow in 1943 reasoned that human beings have an internal need pushing them towards self-actualization (fulfillment) and personal superiority. Maslow came up with the view that there are five different levels of needs and once we happen to satisfy a need at one stage or level of the hierarchy it has an influence on our behavior. At each level our behavior tends to diminish, we now put forth a more powerful influence on our behavior for the need at the next level up the hierarchy (William, 2010). Kuranchie-Mensah & Amponsah-Tawiah (2015), state that in Maslow's conclusion, in order to meet the needs of an employee, the employer has to understand the hierarchy of the need to which the employee belongs. Maslow (1954), listed from the lowest level of needs to the top are categorized as follows:

- (i) **Physiological needs:** These are needs that focus on sustaining human life such as the need for oxygen, food, water and sex. Maslow stated that until these basic needs are satisfied to a large extent, no other motivating factor can operate (Armstrong & Taylor, 2014).
- (ii) **Security or safety needs:** These are the next in hierarchy and focus on being free of physical danger and the fear of losing a job, property, food or shelter as well as protection against emotional disappointment.
- (iii) **Social needs:** These are the needs that deal with the social aspect of man such as the need to belong and be accepted by others. It is the need for love, affection and acceptance as belonging to a group.
- (iv) **Esteem needs:** Maslow identified that as soon as people satisfy the need to belong and be accepted by others, the next higher level of need is the need to be held in high esteem by themselves and others. It goes on to state that these kinds of need produce satisfaction through power, prestige, status and self-confidence. It includes internal esteem factors such as self-respect, autonomy, achievements, and external factors such as status, recognition and attention.
- (v) **Self-fulfillment (self-actualization):** This is the highest need in the hierarchy. It is the drive to become what one is capable of becoming, to maximize one's full potential and to accomplish something. It includes needs such as growth, achieving one's potential and self-fulfillment.

Maslow believed every person had needs that need to be met; he transferred his idea into a triangle design. The following displays Maslow's hierarchy of needs:



Source: (Havinal, 2009, p. 76)

Before Maslow, most managers assumed that money primarily motivated people. With Maslow’s work, managers can evaluate their own actions, their companies conduct and their individual philosophies about people. Maslow’s needs theory presented a workable motivation framework for managers (Maduka & Okafor, 2014).

Maslow’s needs of hierarchy have an intuitive appeal and has been very popular. But it has not been verified by empirical research and it has been criticized for its rigidity; different people may have different priorities and the underpinning assumption that everyone has the same needs is invalid. It is difficult to accept that needs progress steadily up the hierarchy and Maslow himself expressed doubts about the validity of a strictly ordered hierarchy. But he did emphasize that the higher order needs are more significant (Armstrong & Taylor, 2014).

Frederick Herzberg Theory of Motivation (Herzberg’s two-factor model)

The two-factor model of motivation developed by Herzberg (1957, 1966) was based on an investigation into the sources of job satisfaction and dissatisfaction of accountants and engineers who were asked what made them feel exceptionally good or exceptionally bad about their jobs. According to Herzberg, this research established that there were two factors that affected feelings of satisfaction or dissatisfaction (Armstrong & Taylor, 2014).

Basically, the theory divides motivating factors into two categories: Motivator factor, which have something to do with the work itself and hygiene factors, which have something to do with the surrounding context (Ganta, 2014).

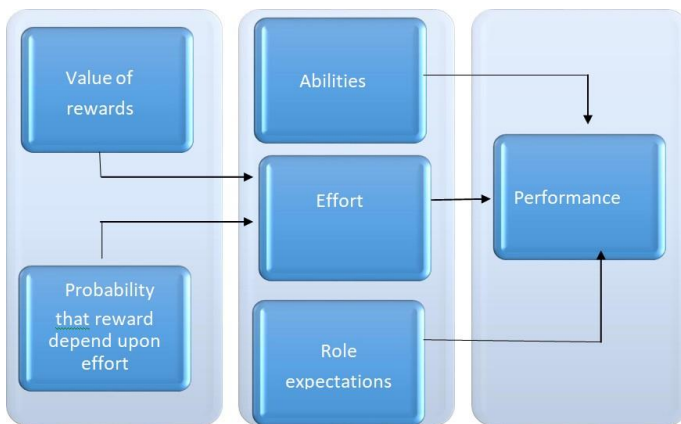
In one group of needs are such things as company policy and administration, supervision, working conditions, interpersonal relations, salary, and job security. These are called dis-satisfiers and not motivators. If the exist in a work environment, they yield no dissatisfaction. Their existence does not motivate but their absence results in dissatisfaction. Herzberg called these factors as hygiene or maintenance factors. The second group he listed certain satisfiers and therefore motivators, which are related to job content. They include achievement, recognition, challenging work, advancement, and growth in the job. The first group of factors (the dissatisfiers) will not motivate in the organization, yet they must be present otherwise dissatisfaction will arise. The second group or the job content factors are real motivators because they have the potential of yielding a sense of satisfaction. It means managers must give considerable attention to upgrading job content (Havinal, 2009).

Hygiene factors	Motivators
Status	Challenging work
Interpersonal relations	Achievement
Quality of supervision	Responsibility
Company Policy and administration	Growth in the job
Work conditions	Advancement
Job security	Recognition
Salary	

Source: (Havinal, 2009, p. 77)

Herzberg’s two-factor theory in effect identifies needs but it has been attacked by, for example, Opsahl and Dunnette (1966). The research method has been criticized because no attempt was made to measure the relationship between satisfaction and performance. It has been claimed that the two-factor nature of the

theory is an inevitable result of the questioning method used by the interviewers. It has also been suggested that wide and unwarranted inferences have been drawn from small and specialized samples and that there is no evidence to suggest that the satisfiers do improve productivity (Armstrong & Taylor, 2014, p. 206).



Source: (Armstrong & Taylor, 2014, p. 209)

Porter and Lawler's Extension of Expectancy Theory

This theory was developed by Porter and Lawler (1968) into a model shown below:

The model follows Vroom's ideas by suggesting that there are two factors determining the effort that people put into their jobs: first, the value of the rewards to individuals in so far as they satisfy their needs for security, social esteem, autonomy, and self-actualization; second the probability that rewards depend on effort as perceived by individuals, in other words, their expectations about the relationships between effort and reward. Thus, the greater the value of a set or awards and the higher the probability that receiving each of these rewards depend upon effort, the greater the effort will be put forth in a given situation. But as Porter and Lawler emphasized, mere effort is not enough, it must be effective effort if it is to produce the desired performance. The two variables additional to effort that affect task achievement are:

1. Ability – individual characteristics such as intelligence, knowledge, skills;
2. Role perceptions – what the individual wants to do or thinks they are required to do. These are good from the viewpoint of the organization if they correspond with what it thinks the individual ought to be doing. They are poor if the views of the individual and the organization do not coincide.

Types of Motivation

Extrinsic Motivation: It is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment, and conditions of service. These are what need to be done to or for people to motivate them. They are often determined at the organizational level and may be largely outside the control of the individual managers. Extrinsic motivators can have immediate and powerful effect but will not necessarily last long (Forson, 2012, p. 34). According to Armstrong & Taylor (2014, p. 204), extrinsic motivators include rewards such as incentives, increased pay, praise, or promotion; and punishments such as disciplinary action, withholding pay, or criticism.

Intrinsic motivation: This is related to psychological rewards such as the opportunity to use one's ability. A sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner.

Psychological rewards are those that can usually be determined by the actions and behavior of the individual managers (Forson, 2012, p. 37).

Intrinsic motivation takes place when individuals feel that their work is important, interesting and challenging and that it provides them with a reasonable degree of autonomy (freedom to act), opportunities to achieve and advance, and scope to use and develop their skills and abilities. It can be described as motivation by work itself. It is not created by external incentives (Armstrong & Taylor, 2014, p. 204)

Motivation and Job Satisfaction

Over the years, employee satisfaction has been a key area of research among industrial and organizational psychologists. There are important reasons why companies should be concerned with employee job satisfaction, which can be classified according to the focus on the employee or organization. Some people like to work and they find working an important part of their lives. Some people on the other hand find work unpleasant and work only because they have to. Job satisfaction tells how much people like their jobs. In the worker's point of view it is obvious that people like to be treated fairly. If workers feel respected and satisfied at work, it could be a reflection of good treatment. Satisfied employees are a precondition for increasing productivity, responsiveness, quality, and customer service (Salanova & Kirmanen, 2010). Job satisfaction can be defined as the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong & Taylor, 2014, p. 211).

Effects of Motivation on Performance

The performance of employees will make or break a company; this is why it is important to find a variety of methods of motivating employees. Motivation is the willingness to do something; it is conditioned by this actions ability to satisfy some need for the individual. The most obvious form of motivation for an employee is money; however, there are other motivating factors that must be considered. Every employee within a company is different and, therefore, is motivated to perform well for different reasons. Due to the differences within an organization, it is important for a manager to get to know her employees and understand what motivates their performance. If you're going to be successful in motivating people, you have to begin by accepting and trying to understand individual differences (Forson, 2012, p. 41). Ganta (2014) states that's there is an old saying "you can take a horse to water, but you can not make it drink"; it will only drink only if it is thirsty, so with people. They will do what they want to do or otherwise motivated to do. Are they born with the self-motivation or drive? Yes and no. If no, they can be motivated, for motivation is a skill which can and must be learnt. This is essential for any business to survive and succeed. Performance is considered to be a function of ability and motivation, thus:

Job performance = f(ability)(motivation)

Ability in turn depends on education, experience and training and its improvement is a slow and long process. On the other hand, motivation can be improved quickly (Ganta, 2014). It is a commonly held and not unreasonable belief that an increase in job satisfaction results in improved performance. This research is based on the belief that productivity could be increased by making workers more satisfied, primarily through pleasant and supportive supervision and by meeting their social needs (Armstrong & Taylor, 2014,p. 214).

Previous Studies

The research by Akah Ndang William on employee motivation and performance case study of Ultimate Companion Limited concluded that people have different needs, and these needs make them to behave in different ways. As an employee the salaries will form the bond that will keep them closer with the company. When this need is achieved, it will trigger another dimension of thinking to realize their achievement. From the findings and psychological state of the employee has a major influence on their motivation. Within this category are collaborations with other employees and frequent meetings. These attributes create a friendly working environment which gives to higher motivation to work (William, 2010, p. 61). Studies conducted by (Forson, 2012) at GT Bank found that money is the most important motivator for employee performance,

but it is important for companies to find other ways to motivate. This involves getting to know their employees and what drives them, then making sure managers utilize appropriate motivational techniques with each employee. When appropriate motivation techniques are used, employee performance will improve.

METHODOLOGY

Research Design

The study employed a mixed approach of both qualitative and quantitative methods to gather information and analyze data. Data was collected using both Primary and secondary. Data was collected using Questionnaires which enabled the researcher to be consistent in asking questions and the data was easy to analyze. Both open-ended and closed questions were designed for this purpose. Data was analyzed using Statistical Package for Social Science (SPSS) version 22. The target population of 200 respondents was earmarked for this research, which constituted of lecturers, professors, administrative officers and supporting staff from the selected private Universities in Lusaka. Permission to conduct the study was obtained beforehand. A sample size of 143 respondents was used in this research which included professors, top Admin staff, lecturers and supporting staff members of the selected private universities. The Sampling selection used was both simple random sampling and purposive sampling techniques to select the respondents. The random sampling was used to select the private Universities in Lusaka and it gave an equal chance for these Universities to be chosen as a sample. On the other hand, purposive sampling was used to appropriate for selecting employees in these Universities because they provided a rightful response relevant to this study.

DISCUSSIONS OF FINDINGS

The study sought to identify an Analysis of the impact of motivation on employee performance at some selected Private Universities in Lusaka district under study. These being Cavendish, Luitebm and Zambia open universities. The findings are based on the following objectives.

Objective One: Analysis of the impact of motivation on employee performance at some selected private universities under study.

Based on the research findings, most respondents felt that absenteeism and employee turnover affect motivation on employee performance. Absenteeism is a very bad vice that slows productivity and organization's inefficiency. Employees care less about their jobs; they feel withdrawn and have an "I don't care" type of attitude towards the organization and their work. Both absenteeism and employee turnover are a detriment to the organization as it breeds low productivity and ineffectiveness. Absenteeism results from job dissatisfaction emanating from other factors such as stressful work situations. (Anderson, 2004)

The study also revealed the positive side of motivation on employee performance. These include increased performance, teamwork, and forms of allowances. Appreciation of work well done also impacts motivation on employee performance. This is achieved through giving employees more feedback on their tasks, recognizing their efforts towards work, rewards, and promotion of employees. Money alone cannot motivate employees (Hughes 2003) Good wages, personal loyalty adds to what influences motivation on employee performance. When employs are motivated, there's high productivity that is achieved and the growth of the organization. Motivating employees through loyalty can be achieved by sharing information and celebrating success which gives employees a sense of ownership. This can also improve the relationship among staff and management. Other factors that impact motivation on employees is the accessibility to incentives, opportunities for growth, job security, friendly environment, training, and teamwork spirit among others.

Objective Two: Investigate the major causes of lack of motivation among employees at the selected Private Universities in Lusaka District under study.

The study findings revealed that most employees lack motivation due to too much workload. Employees do not know how to plan their daily tasks, and this drains their energy. This was particularly so, among the junior employees. Another source of concern for the lack of motivation among employees is that most employees lack confidence in themselves. Tasks are not completed on time as they doubt their capabilities, lack commitment, and have a bad attitude towards their tasks. Recognition for work well done is only focused on the same employees year in year out. This demotivates other employees that have never received any recognition for work well done despite putting in more effort towards their work. Other findings point to unrealistic workload, short term goals with no career progression, conflict in workplace and poor leadership as factors that causes lack of motivations among employees at the universities under study.

Objective Three: Effectiveness of policy on motivation on employee performance in the selected Private Universities in Lusaka District.

Motivation policy can be understood as a system of thoroughly defined and agreed priorities, principles and rules, the purpose of which is to contribute systematically to the improvement of motivational atmosphere within the Organization and strengthen the motivation of individuals, group, and entire Organization. Enacting motivation policy in Organization is very important as it steers up employees to do more and be more committed towards their tasks. Policy on motivation will empower employees and guides employees on the dos and don'ts with regards to motivation. Motivation policies helps employees to make informed decision more efficiently and creates confidence on how to carry out tasks. Policies also protects staff from acting in a manner that might endanger their employment. Motivational policies that involve compensation are drafted with the accounting team to determine the compensation schedule the company can afford. Some respondents indicated that the policy on motivation was incorporated in the employment manual while others indicated that they have never come across any motivational policies.

Objective Four: Relationship between motivational factors and improved employee performance in the selected private universities under study.

Employees that are motivated are highly needed in rapidly changing workplaces and they help institutions to survive and increase productivity. It is a fact that there is a relationship between motivational factors and improved employee performance. Motivation is expected to have a positive effect on quality employee performance and can increase organization productivity by varying inputs needed to attain their expected outputs.

(i) Job Security and employee performance – investigations have shown that there is a positive relationship between job security as a motivational factor and employee performance (Gabris & Simo, 1995). The lack of job security will contribute to the higher employee turnover. Job security gives employees a sense of belonging and ownership hence the extra efforts towards their tasks. Respondents that have their job secured showed higher performance to the institution. They are happy knowing that their job is secure and they are able to plan ahead.

(ii) Promotion and employee performance – Opportunities for promotion contributes to employee job satisfaction thereby increase job performance. (Herzberg 1986) Promotion and training have been found to be the most motivation factors for employees. Promotion increased employee performance. Respondents that have been recently promoted dedicated their time towards the job hence increasing employee performance.

(iii) Payment and employee performance – Employees that are well paid will be motivated to do more hence increase their performance. In this scenario, money is the greatest motivating factor that increases employee performance.

Motivational factors have an influential function on performance as all organizations opt to increase productivity and growth. Therefore, there is a significant relationship between motivational factors and employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Regarding the first study objective that sought to analyze the impact of motivation on employee performance on selected private universities in Lusaka district, the findings from the study concludes that there are many factors that impacts motivation on employee performance. This can be either positive or negative impact. These factors include job security, communication processes, salary, company policy and promotion among others. Payment incentives or commissions payment is another high motivator for employee performance. Money is the greatest motivator, but this does not mean that it's the only motivator. It was however noted that a high number of employees that are well paid are highly motivated.

Motivation can increase or decrease performance depending on the type of motivation used. If the form of motivation used meets the needs of employees their performance will increase. While on the other hand, if the wrong form of motivation is used, it will demotivate employees and decrease performance. It was found that high employee turnover and high absenteeism leads to decreased employee performance while performance is increased when employees have high moral, are committed to work, have great communication and can express themselves better with management. Reduced absenteeism and reduced employee turnover increased employee performance in the selected private universities in Lusaka District. The selected private universities benefited greatly from the increased employee performance as more is achieved including efficiency. The case study also discovered that the process of motivating employees is a challenging process, as the selected private universities did not know the right time for motivating the members of staff. Deciding on the best form of motivation has also been a challenge.

In conclusion, employees that are motivated achieved personal goals, have great employee performance, are satisfied with the job, and showed a lot of zeal to succeed.

Findings on the research study, based on the objective of examining the effectiveness of the policy on motivation of employees in the selected private universities in Lusaka District, concludes that the policy on motivation is not well managed. Policy on motivation should be an effective tool, but from the findings, the policies are not well managed and there is too much bureaucracy with the procedures. It's not easy to implement the motivation policies in the selected private universities. Some employees do not even know which type of policies exit. Regarding the third study objective which sought to determine whether there is a relationship between motivational factors and improved performance in the selected private universities in Lusaka district, the study concludes that Motivation and employee performance are positively related to each other. Motivation factors such as job security, promotion, training, friendly working environment, salary and recognition for work well done has a positive effect on the quality employee performance.

RECOMMENDATIONS

Based on this study, the researcher makes the following recommendations:

- The government of the Republic of Zambia should get involved in the requirements of employees as far as motivation is concerned. Amendments of the labor laws must be considered.

- Organizations must have regular inhouse training or workshops for all staff members to improve on communication skills, and effectively manage employees. People management skills must be introduced to managers.
- Basic motivational requirements to employees should be introduced in learning institutions, regardless of the course being pursued.
- It is also recommended that stakeholder meet halfway in making sure that there's a great balance between employee's needs and organizational needs.
- Motivation if implemented rightly, has a positive impact on employee performance.
- Unrealistic workloads must to be broken down into manageable sections and the to do list planned daily.
- Universities, just like any other organization should see to it that policies on motivation are well managed and communicated to all employees.

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