

Original Paper

Employees' Motivation as A Determinant of Work Attitude and Performance in Elizade University

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Abstract

*Employees' motivation as a determinant of work attitude and performance of employees of Elizade University, Ilara-Mokin, Ondo State, Nigeria was examined in this study. Regardless of rank, age, job, gender, or educational background, employers have defined employee motivation as instruments and strategies used to affect the work attitude and performance of employees at various levels of the organisation. Purposive sampling technique was adopted in selecting Elizade University, Ilara-Mokin in Ondo state out of the 111 private universities in Nigeria. Self-structured questionnaire named Employees Motivation, Work Attitude and Performance (EMWAAPQ) was used for primary data collection. The collected data underwent analysis, focusing on the descriptive examination of demographic information. To test the two hypotheses formulated for this study, Pearson correlation and linear regression analyses were conducted. The scrutiny of all hypotheses adhered to a significance level of 0.05 alpha. The study revealed a positive correlation between employees' motivation and employee attitudes within the institution ($r=0.205^{**}$, $n=181$, $p<0.05$). Furthermore, this study established that both intrinsic and extrinsic motivation significantly influence employee performance ($R^2=0.136=13.6\%$ of the variance). The implication is that organizations should prioritize employee well-being, with a particular emphasis on fostering motivation among staff. Therefore, to sustain and enhance productivity, the study recommends the implementation of comprehensive compensation packages, encompassing both monetary and non-monetary benefits.*

Keywords

Employees' motivation, Work attitude, Employees' performance, Organisation, Elizade University

1. Introduction

Have you ever thought about the reasons behind employers' use of employee motivation strategies and why employers do what they do to motivate their employees? Employers have identified employee motivation as instruments and techniques used to influence the work attitude and performance of employees at various levels of the company, regardless of the rank, age, role, gender and educational qualifications of employees. Employees' attitudes and success at work depend primarily on how much they are motivated by their work, as human resources are important to every organisations' efficiency and performance outcomes. The effectiveness of any organisations' management is calculated by the output and attitude of employees, which in turn depends on the degree of employee satisfaction and dedication to achieving the organisations' set objectives and goals. Employers can predict which employees in any organisation will leave or stay depending on their level of involvement with the work and the organisation by looking at their work attitudes. According to Budriene and Diskiene (2020) employees who are pleased with their work perform better because they have a better attitude at work, which increases employee performance.

The major function of the HR department of any organisation is to find ways to motivate its employees to have or enjoy the fullest cooperation of their employees. As a result, the focus should be given to how to best encourage people through incentives, rewards, leadership, and, most significantly, the attractiveness of the work they do and the setting within which employees spend their productive time. Managers utilize employee motivation as a strategic policy to enhance efficient job performance within business organizations (Inegbedion et al., 2020). An employee who is motivated understands the specific goals and objectives that need to be achieved, leading them to channel their efforts towards those targets. According to Aldoseri and Almaamari (2020), motivation was characterized as the act of guiding an employee's actions toward a particular objective by manipulating rewards.

Employers should be aware that how workers act and perform at work depends on how they feel about being in the organisation. These feelings are most likely due to the motivating and demotivating influences that workers in such organisations encounter. Therefore, finding out why workers behave depends largely on knowing their attitudes to work (Singh et al., 2019). The working attitude of employees is very important because it determines the performance of employees and other performance-related results. For instance, an employer will face negative employee attitudes at some point, no matter how awesome the workplace is and the employee will want to deal with them quickly and efficiently because negative feelings are infectious. When employees are satisfied with the level of motivation in a company, it is more likely that attitudes and performance are positive. Hence, employee motivation would aid in closing the gap in employee attitudes as a determining element in accomplishing the organisation's intelligent goals (Ahmad et al., 2020; Nnah, 2020).

Organisations in Nigeria are undergoing unpredictability due to the various nature of the work and the diverse characteristics of the employees (Inegbedion, Sunday et al., 2020). Thus, motivating employees with different traits in complex work nature has created a new challenge for organisations in figuring out what will improve employee work attitude and performance (Omotayo et al., 2020). Employee motivation and satisfaction are essential for an organisation's success (Ahmad et al., 2020). Motivation is an inner strength that propels people to accomplish their personal and professional goals (Alasan & Eyanuku, 2020). Motivation is characterized as the act of guiding an employee's actions toward a particular objective by manipulating rewards (Davidescu et al., 2020). In a state of motivation,

employees demonstrate a robust dedication to executing and finishing assigned tasks, along with genuine enthusiasm and eagerness for their work (Omotayo et al., 2020).

An organisation is only as good as its employees (Asokk et al., 2021). This indicates that when employees are motivated, their morale is likely to be high, resulting in improved performance and productivity levels. Hence, the creation of the will to work is motivation. Motivation encourages people to operate in a way that makes it possible to achieve their intended goals. Motivation is the collection of mechanisms that awaken, guide, and sustain human activity in the direction of achieving certain goals (Zumrah, 2022). Employee motivation is defined as a force acting on or inside a person that causes the individual to operate in a specific and goal-directed manner (Osibanjo et al., 2018). The effectiveness of an organization is significantly influenced by employee motivation. Internally, it determines an individual's concentration, focus, and the steadfastness of effort exerted in the workplace (Ahmad et al., 2020).

It has been noted that the majority of organisations struggle to properly motivate their workforces (Idowu & Abolade, 2018). When motivation-triggering components are in place, employees feel a deep connection to their company. The significance of motivation, whether intrinsic (involving employee relationships, managerial interactions, and organizational connections) or extrinsic (encompassing training, career development, working conditions, compensation, promotion, and factors enhancing employee and organizational performance), has often been overlooked by numerous businesses and organizations, particularly private universities in Nigeria. In the contemporary context, employee motivation is deemed essential, as lack of motivation leads to employee disengagement and may prompt them to leave organizations. This study seeks to investigate the crucial role of motivation in fostering positive work attitudes and improving employee performance specifically within Elizade University

1.1 Objectives of the Study

This study finds out how employee motivation determines the level of employees' work attitude and performance in Elizade University.

- 1) To ascertain what motivates employees of Elizade University.
- 2) To examine the relationship between employees' motivation and work attitude of Elizade University employees.
- 3) To determine the impact of employees' motivation on the performance of employees of Elizade University.

1.2 Research Hypotheses

- 1) There is no significant relationship between employees' motivation and employees' work attitude in Elizade University.
- 2) Employees motivation have no significant impact on performance of employees in Elizade University.

2. Literature Review

2.1 Concept of Motivation

The Greenberg and Baron (2003) definition of motivation is used in this study since it takes into account the individual, his or her performance, and attitude. Greenberg and Baron define motivation as *“the set of processes that excite, lead, and maintain human behaviour (attitude) towards accomplishing some organisational goal (performance expectation)”* (Greenberg & Baron, 2003, p. 190). According to Machova et al. (2022), motivation refers to internal forces that employees use to justify the intensity, focus, and resolve of their efforts at work. Motivation is a sequence of activities centred on a specific strength that increases performance and drives individuals towards accomplishing specified goals (Lai et al., 2020; Zhou, 2023). Motivation is an underlying condition that spurs behaviour as well as guides and channels it toward a goal (Ghanbari & Abedzadeh, 2016; Khan & Waraich, 2019). Motivation is the study of the motives that underlie behaviour (Tamam & Sopiah, 2022). According to Hitka et al. (2021), motivation simply refers to the factors that influence a person’s decision to act or not.

Motivation can come from intangibles like psychological reasons as well as concrete ones like money or a promotion (Bol & Bill, 2022). When considering the psychological aspects, Maslow’s (1954) hierarchy of needs effectively describes what motivation is all about. Human needs, according to Maslow (1954), can be divided into five types and arranged in a pecking order, from the most important to the least significant. These included requirements for things like fundamental or physiological survival, safety, belongingness, esteem, and self-actualization. Maslow (1954) posited that individuals are initially driven to fulfil their own physiological needs before considering the needs of others. This is attributed to the fundamental nature of physiological requirements, also termed basic needs, which are imperative for an individual’s survival, taking precedence over all other considerations (Sangeeta, 2019). Consequently, once these basic needs are satisfied, the individual no longer regards them as the primary motivators, subsequently progressing up the social hierarchy in pursuit of fulfilling safety needs. The progression continues as self-actualization needs come into focus when earlier needs are met (Ugoani, 2020).

A need can never be satisfied, according to Maslow’s hierarchy of needs, yet one that is near to being met loses its motivational force. According to Maslow, to encourage someone, you must first grasp where they are on the hierarchical pyramid. Following that, you should focus on meeting that person’s needs at that level (Zoellner & Sulikova, 2022). These needs are considered drivers and influencers shaping employees’ behaviour and performance in the workplace. Consequently, motivation is centred on an individual’s aspirations and emotional state, propelling them toward the attainment of their objectives (Alghazo & Al-anazi, 2016). Motivation is the willingness to expend significant effort in support of organisational aims in exchange for the ability to meet some personal requirements (Kumari et al., 2021). Motivation is a tool that drives people to work hard, either individually or in groups, to get the greatest outcomes (Kumari et al., 2021).

Motivation is a psychological trait of people that affects how committed they are, including the things that prompt, guide, and maintain people’s behaviour in a committed manner (Orumwense & Mwakipsile, 2017). Employee motivation is simply the rationale behind employees’ actions and behaviours, as impacted by the traits, circumstances, or passion that push them to pursue and fulfil professional goals and obligations (Zumrah, 2022). Motivation can be described as a psychological force guiding an individual’s conduct within an organization, influencing both their degree of effort

and persistence in challenging circumstances (Manalo et al., 2021). Motivational factors are human psychological features that influence a person's level of commitment to a goal.

Weberov et al. (2019) described motivation as a concept that refers to a person's drive, longings, desires, and wishes. Motivation is usually classified as either intrinsic or extrinsic in numerous circumstances, including the workplace (Badubi, 2017). In contrast to the need or desire for an external reward, intrinsic motivation stems from an employee's desire to finish a task that is in their best interests. Someone who is naturally motivated is interested in and enjoys their work. Such people are more likely to be actively immersed in their work, approach it with passion and eagerness, strive for the best results and happiness, and always endeavour to develop their abilities and skills (Vasantham, 2021). When motivation comes primarily from the interest, satisfaction, and challenge of the task itself rather than from outside demands or rewards, people are at their most creative (Rathnasekara & Kumari, 2021).

Intrinsic motivation comes from the job itself, such as job satisfaction or employer admiration (Luo & Zheng, 2018). Extrinsic motivation is sometimes given more attention by management, yet intrinsic rewards are just as significant for employee motivation (Badubi, 2017). Appreciation and acknowledgement are important psychological and intangible benefits that can motivate employees and improve their performance. Zeb et al. (2018) stated that training and career development play a crucial role in enabling organizations to attract a skilled pool of potential successors for employees who may choose to retire or leave active service, or who may be assigned additional responsibilities. Continuous training and development are essential for employees or groups of employees to effectively carry out their duties (Suta, 2018).

Extrinsic motivation can be shaped by both internal and external factors, though it is often more influenced by external forces than internal ones (such as individual inclinations). Various factors, including competitions, assessments, training, career advancement, and the overall work environment, can impact extrinsic motivation (Beardwell & Thompson, 2017). Extrinsic motivation can manifest through various incentives, including profit sharing, project bonuses, stock options, warrants, scheduled bonuses (such as Christmas and performance-related bonuses), and additional paid vacation time. Historically, these incentives have played a role in maintaining a dynamic and positive work environment (Nor, 2018). Extrinsic rewards are material benefits acquired via performance at work, such as compensation and promotions (Badubi, 2017). As a result, a successful extrinsic compensation system is required to improve staff performance and efficiency (Rami et al., 2022).

Employees also seek comprehensive health and safety benefits, job security, and favourable working conditions to prevent a decline in productivity levels (Weberov et al., 2019). Some organisations utilize compensation, promotions, bonuses, and various forms of recognition to motivate and stimulate high levels of employee performance (Reena & Ahmad, 2009). In China, key factors for employee retention and motivation included fundamental elements like base income, merit pay, year-end bonus, cash allowance, housing provisions, overtime allowance, and individual bonuses (Randy & Richard, 2002).

2.2 Employees' Work Attitude

Employees develop positive work attitudes as a result of factors such as how well their personality fits their environment, how much stress they experience, the relationships they form, how fair they perceive their pay to be, organisational policies, how coworkers treat them, whether their psychological contract is violated, and the presence of work-life conflict resolution policies. Employees are more likely to perform better, exhibit good citizenship traits, be away from work less frequently, and have

less chances to quit their jobs when they have more favourable work attitudes. Organisations gain from improved working attitudes in the form of increased safety, better customer service, and stronger organisational performance (Tamunomiebi & Oluchi, 2021). For several reasons, academics and practitioners have focused on workplace attitudes including devotion to one's work and job happiness. Attitudes are presenting a state of preparedness or disposition to react in a specific manner.

An employee with a good attitude is fully aware of the business dynamics, which results in a holistic improvement in the output and performance of the entire organisation. Work attitudes pertain to our attitudes towards many aspects of the workplace. Job satisfaction and organisational commitment are two essential attitudes that are highly relevant to substantial outcomes. Newstorm and Davis (1993) suggest that attitudes can effectively forecast behaviour, providing insights into an employee's behavioural intentions or tendencies. In a workplace context, positive attitudes are more likely to predict constructive behaviour than negative ones. Consequently, job dissatisfaction can lead to a lack of job involvement and diminished loyalty to the organization.

Attitudes play a crucial role in shaping workplace behaviour. Individuals in a work environment may be influenced by factors such as their relationships with superiors, subordinates, peers, supervision, compensation, benefits, promotions, and other aspects that can evoke either positive or negative reactions. These attitudes reveal a person's preferences for and aversions to others, things, events, and activities in their immediate environment. Strong attitudes can have an impact on a person's behaviour, which motivates people to learn more about attitudes.

2.3 Employees' Performance

The basic purpose of every company is to improve overall performance, which can only be accomplished through good staff performance (Krithi & Pai, 2021). Performance is defined as the outcomes of activities undertaken in conjunction with an employee's skills in a certain situation (Pratima & Bhagirathi, 2016). Individual performance assesses how successfully an individual contributes to the attainment of organisational objectives (Iqbal, 2015). The effectiveness of a company's personnel is critical since it determines performance (Berberoglu & Secim, 2015). Employee performance in an organization pertains to the quantity and/or quality of an individual's work as they carry out their primary responsibilities within the framework of established norms, standards, operational procedures, criteria, and propositions already in place. The evaluation of employee performance encompasses various categories such as effectiveness, efficiency, quality, punctuality, productivity, and well-being. It involves individuals executing their assigned tasks and objectives in accordance with the organization's standards, with their performance being assessed against predetermined performance criteria.

In every organisation, employee performance is a key consideration. Employee performance is crucial because an organisation's success depends on the creativity, ingenuity, and dedication of its employees (Omotayo et al., 2020). Depending on the sort of organisation, each employee has a different set of jobs or responsibilities. Employees carry out their obligations or tasks correctly to provide their finest output. If a person performs to the required standards, the performance of the organisation will be improved (Obi, 2016). Employee performance, according to Stephen & Stephen (2016), is a word used frequently in the human resources industry. The same holds for Liao, Lu, Huang, and Chiang (2012), who state that job performance is the norm for promotions, layoffs, rewards, fines, reviews, and pay changes. Additionally, Ahmad and Shahzad (2011) contend that employee performance reflects what workers generally believe about their behaviour and how they contribute to the success of the company.

Employee performance was described by Al-Jammal, Al-Khasawneh, and Hamadat (2015) as the degree of effort and accomplishments made by employees. According to Okunribido (2015), employee performance can be described in terms of behavioural dimensions and measurable results of work behaviour. According to Armstrong, (2018), employee performance is the ability of any employee to successfully and effectively carry out the obligations and tasks handed to him or her inside the firm. Furthermore, Armstrong (2018) argues that employee performance entails more than what a group of employees (teams) or a single employee achieves concerning the specified goals and targets. It also includes how employees, or a single person, are driven and willing to uphold the ideals of the firm.

2.4 Relationship between Employees' Motivation and Work Attitude

Employee motivation and work attitudes are two sides of the same coin since motivated employees will exhibit a positive attitude at work, whilst demotivated employees will exhibit a negative attitude. Positive or negative work attitudes among employees are outcomes of motivation. People are more motivated to put in a lot of effort when they believe it will result in the intended organisational rewards (Daniel, 2019). Employees' sources of inspiration and demotivation have a big impact on how they feel about and approach their work (Alessa, 2021). Employee motivation at work remains a contentious issue that influences how much effort individuals are prepared to expend to commit to good performance. This suggests that incentives, whether intrinsic or extrinsic, increase employee pleasure, which enhances performance and productivity. According to Okeya et al. (2020), treating people fairly in the twenty-first century is not an option; it is a duty.

Workplace attitudes affect everyone in the firm, from the employees to the business owner. The way people interpret the workplace environment is influenced by their attitudes. In turn, this will alter or improve how workers act, resulting in increased productivity and teamwork skills. To encourage harmony at work, it is critical to understand how attitudes affect the workplace environment (Onyebuchi & Lucky, 2019). According to Armstrong (2018), numerous surveys have been carried out to gauge employee attitudes toward their jobs. This has greatly aided organisations in evaluating the attitudes of their workforce and guiding them in the right way. Nwachukwu et al. (2020) contend that motivation and attitudes are intertwined and based on personal goals. Employees anticipate that businesses will improve their performance by providing appropriate training and motivation (Al Salman & Hassan, 2016). This expectation has a big impact on how employees behave and how well they perform at work. An employee's attitude directly affects how well they perform at work. Motivation is a set of psychological forces that determine a person's level of effort and tenacity, as well as the direction of their behaviour within an organization (Weberov et al., 2019).

3. Methodology

To ascertain the effects of employees' motivation on their work attitude and performance at Elizade University, this study used a descriptive survey research method. Staff members from Elizade University, Ilara-Mokin, both teaching and non-teaching, make up the study's population. Out of the 111 privately owned educational institutions in Nigeria, the privately owned educational institution used for this study was chosen using the purposive sample method (<http://nuc.edu.ng/nigerian-universities/private-univeristies/>, June 2023). This is the case because Elizade University possesses all the necessary resources to work toward improving performance among Nigerian universities by graduating exceptional students with the intellectual capacity to transform every sector in which they found themselves in Nigeria and the rest of the world. Through the use of an online quantitative survey that is focused on study objectives and hypotheses, the researcher uses a deductive approach to collect information from the respondents.

A self-structured questionnaire titled the Employees Motivation, Work Attitude, and Performance Questionnaire (EMWAAPQ) served as the primary tool for collecting data in this study. The questionnaire comprised two sections, with the first section aimed at gathering demographic information from respondents. The second section sought information on the significance of motivation in fostering positive work attitudes and improving employee performance at Elizade University. A pre-test was conducted to assess the instrument's reliability and consistency, yielding a Cronbach's Alpha coefficient result of 0.89. Out of the 200 questionnaires distributed, 181 were properly completed and returned for analysis, representing a response rate of 90.5%. The data collected were subjected to analysis, with two hypotheses formulated for the study. Hypothesis one was analyzed using Pearson Product Moment Correlation (PPMC), while Regression Analysis was employed for hypothesis two. Both hypotheses were tested at a significance level of 0.05.

4. Results

The data analysis and interpretation for the participant survey data are presented in this section. It shows the respondents' demographic analysis using descriptive statistics as well as the results of the hypothesis testing using inferential statistics.

4.1 Section A: Demographic Variables of Participants (n=181)

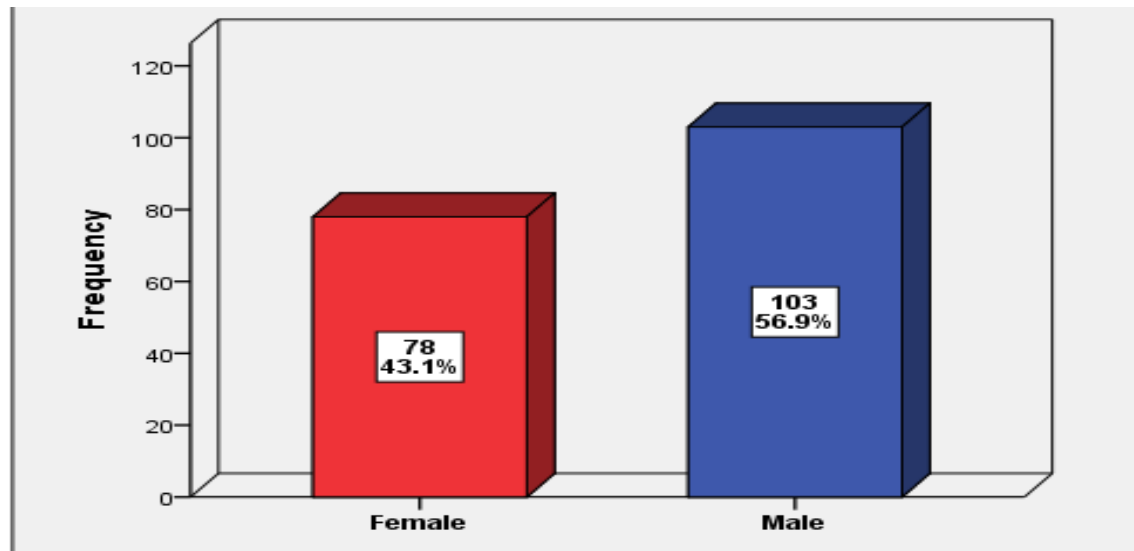


Figure 1. Demographic Distribution of Participants based on Sex

Source: Field Survey, 2023.

Figure 1 shows how participants are being distributed based on their sex. This study found that male respondents participated more in this study with 56.9% while female respondents are 43.1%.

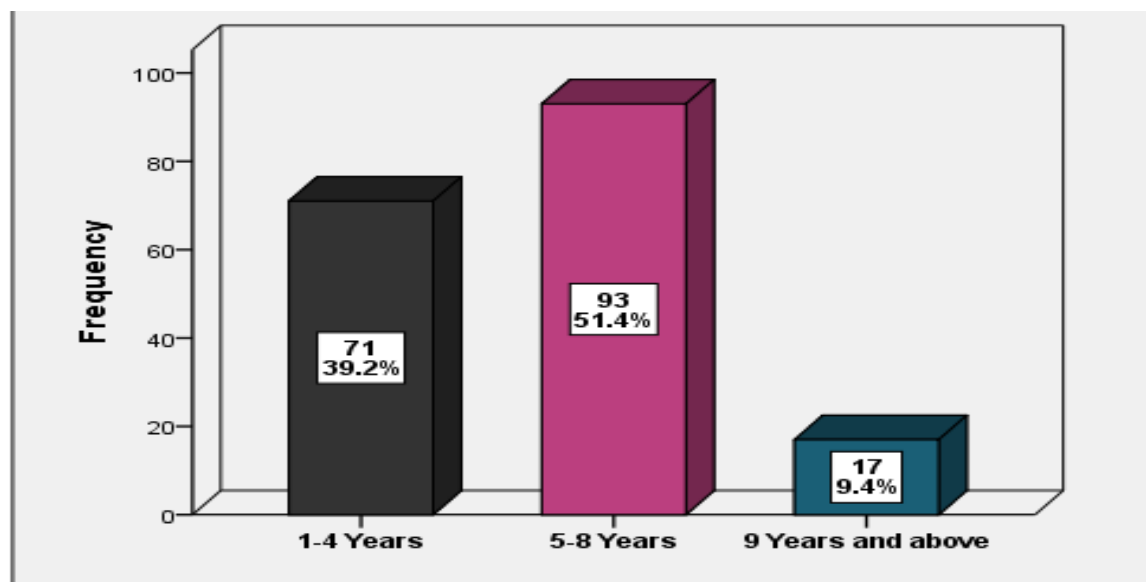


Figure 2. Demographic Distribution of Participants based on Working Experience

Source: Field Survey, 2023.

Figure 2 shows how participants are distributed based on their length of service in the institution. The findings show that the majority of the respondents have been working in the organisation for a long period. Respondents who have worked between 1-4 years are 39.2%, 5-8 years of working experience are 51.4% while those respondents who have worked for 9 years and above are 9.4%.

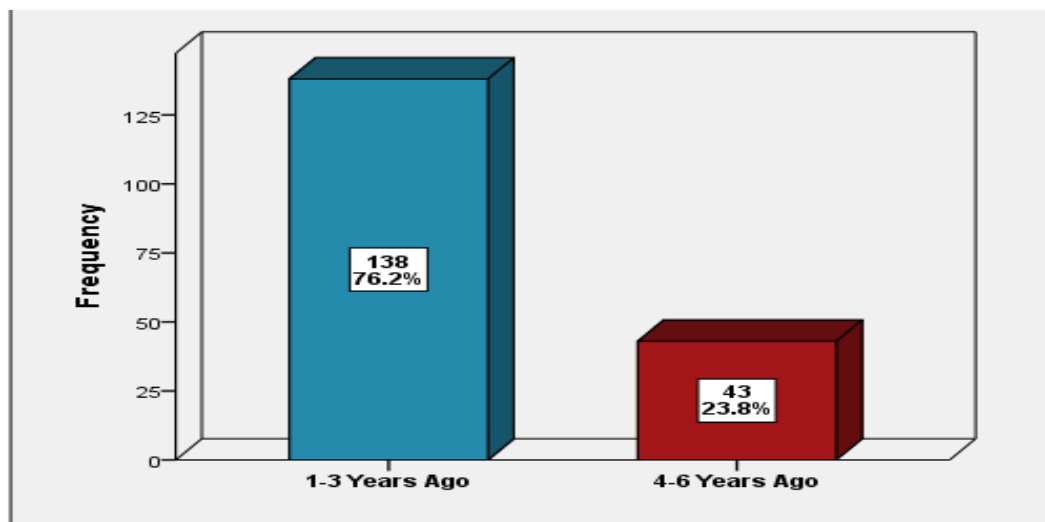


Figure 3. Demographic Distribution of Participants based on Year of Last Promotion

Source: Field Survey, 2023.

Figure 3 ascertained the last years of promotion of the respondents in the institution. Majority of the respondents were promoted last between 1-3 years (76.2%) while others were promoted last between 4-6 years (23.8%).

4.2 Section B: Analyses of Research Objective

Objective One: To ascertain what motivates employees of Elizade University.

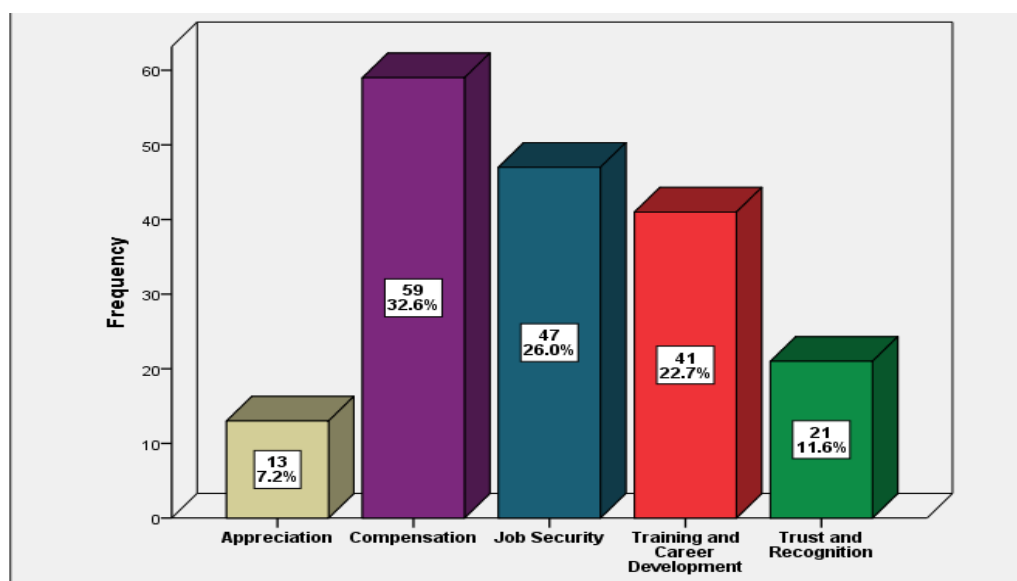


Figure 4. What Motivates?

Source: Field Survey, 2023.

Figure 4 shows what motivates employees of Elizade University. Respondents opined that compensation (32.6%) is the most motivating factor which will have a positive impact on their attitude towards work. Respondents also see job security (26.0%), followed by training and career development (22.7%) as other significant motivating factors that will influence their attitude towards work. Finally, trust and recognition (11.6%) and appreciation (7.2%) play vital roles in motivating employees which will eventually have a positive impact on their performance as a result of positive work attitude.

4.3 Section C: Hypotheses Testing

Hypothesis One: There is no significant relationship between employees' motivation and employees' work attitude in privately owned educational higher institutions.

Table 1. Relationship Between Employees' Motivation and Employees' Work Attitude

		Employees' Motivation (Intrinsic and Extrinsic)	Employees' Work Attitude
Employees' Motivation (Intrinsic and Extrinsic)	Pearson Correlation	1	.205**
	Sig. (2-tailed)		.006
	N	181	181
Employees' Work Attitude	Pearson Correlation	.205**	1
	Sig. (2-tailed)	.006	
	N	181	181

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

Source: Field Survey, 2023.

Decision Rule: The analysis of the findings in Table 1, shows the Pearson product-moment correlation which indicates that there is a strong positive relationship/association between motivation and employees' work attitude which is statistically significant ($r=0.205^{**}$, $n=181$, $p<0.05$). Therefore, the null hypothesis (H_0) is rejected and therefore the alternative hypothesis (H_1) is accepted which states that there is a significant relationship between employees' motivation and work attitude of employees of Elizade University.

Hypothesis Two: Employees motivation have no significant impact on performance of employees of Elizade University.

Table 2. Impact of Employees Motivation on Employees' Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change
					R Square Change	F Change	df1	df2	
1	.368 ^a	.136	.131	.783	.136	28.062	1	179	.000

Note. a. Predictors: (Constant), Employees' Motivation (Intrinsic and Extrinsic). b. Dependent Variable: Employees' Performance.

Source: Field Survey, 2023.

Decision Rule: Table 2 presents the regression analysis results which show the coefficient of R-square (R^2) which is 0.136. The finding implies that employees' motivation accounts for 13.6% of the total variance, which is a high coefficient in the determination of employees' performance. The result shows that if employees are well motivated either through intrinsic or/and extrinsic motivation, employees of the selected higher educational institutions would be encouraged to perform at their utmost best. Therefore, the null hypothesis (H_0) is rejected and therefore the alternative hypothesis (H_1) is accepted which states that employees' motivation has a significant impact on performance of employees in Elizade University.

5. Discussion of Findings

This study's objective one revealed that both the extrinsic and intrinsic components of motivation are important to employees. According to their response, pay, work security, training, and professional advancement are key motivational elements that would affect both their attitude and performance. This is consistent with a 2012 study by Broni, who discovered that opportunities for professional growth, competitive compensation, and positive interpersonal relationships all contributed significantly to employees' motivation. Employees revealed that incentives like bonuses, opportunities for advancement, and growth encourage them to work better, according to Onanda (2015). According to Bassanini (2004), training can also help increase a worker's productivity on the job as well as morale, efficacy, and efficiency. According to Khan, Farooq, and Ullah's (2010) study, employee work motivation and recognition are substantially correlated. Frederick Taylor identified money as the key motivator for industrial workers to boost production (Adeyinka, Ayeni & Popoola, 2007). All organizations utilize various incentives such as wages, promotions, bonuses, or other forms of recognition to motivate and reinforce high levels of performance among employees (Reena & Ahmad, 2009).

Hypothesis 1 established that employees' motivation has a positive significant relationship with employees' work attitudes in the educational institution. According to their degrees of motivation, this suggests that when employees are highly driven, their attitudes toward their jobs and their given activities will be favourable, which will ultimately improve performance. This result is consistent with that of Pandey, Soodan, and Jamwal (2014), who discovered that employee motivation influences work attitude in Indian organisations. A positive attitude contributes to enhanced employee performance, fostering innovation and productivity. Consequently, an improved positive attitude toward the company among employees is likely to result in increased productivity. All other factors being equal, a company

with a more positive and motivated workforce tends to be more creative and productive (George & Jayan, 2012).

Hypothesis 2 revealed that employees' motivation has a significant impact on the performance of employees in Elizade University. This suggests that employees' performance will increase when they are motivated at work by either intrinsic or extrinsic motivational factors. The results demonstrate that employee performance is significantly impacted by the type of motivation provided to staff members within the organisation. Employees are propelled to perform better by both inner and extrinsic incentives, which are powerful factors. This conclusion aligns with Lin's (2013) research, which identified intrinsic factors such as employee well-being and organizational policies as significant contributors to employees' effectiveness, a key indicator of productivity. Supporting this finding, Jibowo (2007) indicated that intrinsic motivation plays a substantial role in predicting employee effectiveness and enhancing worker performance. Jibowo (2007) emphasized the managerial responsibility to prioritize employee well-being and ensure the provision of appropriate external rewards to sustain intrinsic motivation in the workplace. The study of Ganta (2014), which found that both intrinsic and extrinsic motivation are important to employee performance, is also in line with this study. It concluded that employers should understand their employees and try to adopt various motivational strategies to manage various employees based on their needs. The study by Mathauer and Imhoff (2006), indicated that when workers believe their personal needs are addressed at their place of employment, they find fulfilment through the performance of their duties, following this study.

6. Conclusion

Employees are and should be considered the most vital above other factors of production because they are the most valuable resource available to an organisation. This is so because they are an essential component of the business, it is crucial for businesses looking to gain a competitive edge to make sure that employee motivation is given top importance. This will guarantee that workers have a favourable attitude about their jobs through higher levels of performance and production. Furthermore, it is significant to remember that low performance, turnover, and absenteeism stem from inadequate motivation, and vice versa. People have different needs and wants, therefore what one person may view as a source of inspiration may not seem to be to another.

This study affirms that there exists a positive and motivating correlation between employees' motivation and their exhibited attitudes within an organization. The attitudes displayed by employees are deemed crucial for various outcomes in their performance across all levels. The study further concludes that employee motivation, whether intrinsic or extrinsic, significantly impacts both individual employee performance and the overall performance of the organization. Additionally, it emphasizes the importance of a balanced combination of intrinsic and extrinsic motivational factors to elicit optimal performance from the workforce. These findings align with established theories such as Herzberg's two-factor theory (2000), Maslow's hierarchy of needs theory (1954), and Vroom's Expectancy Theory (1964). From the study's outcomes, it can be inferred that, in the perception of most workers, extrinsic motivation tends to exert a more substantial influence on various aspects of employee performance.

7. Recommendations

According to the study's findings, it is, therefore, recommended that organisations should prioritise employee well-being, particularly employee motivation, as their primary goal because employee availability and commitment directly affect the organisations' productivity and advancement. To guarantee that workers remain productive, however, proper compensation packages, including both monetary and non-monetary rewards, are necessary.

Management advocates for the equitable, fair, and competitive distribution of employee awards and perks. Accordingly, employees should receive comparable outcomes in terms of salary, promotion, job security, and growth opportunities if they contribute equivalent efforts in terms of abilities, exertion, qualifications, and experience. The study's ultimate recommendation underscores the importance for management to implement measures that ensure employees receive adequate extrinsic motivation to maintain intrinsic engagement at work. This, in turn, is anticipated to boost staff morale, providing the company with a competitive advantage characterized by heightened commitment, reduced turnover, and elevated performance and productivity levels.

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