



THE IMPACT OF MOTIVATION ON THE PERFORMANCE AND JOB SATISFACTION OF YOUNG EMPLOYEES WORKING AT THE SIERRA LEONE YOUTH COMMISSION

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Abstract:

This study investigates the impact of motivation on performance and job satisfaction among young employees at the Sierra Leone Youth Commission. One of the objectives this study seeks to address is to identify the various motivational factors that influence the job performance and satisfaction of young employees in the Sierra Leone Youth Commission. This research aimed to explore the relationship between motivation, performance, and job satisfaction among the staff. Therefore, the study utilized both primary and secondary sources of data as well as qualitative and quantitative methods of data analysis. Analysis of the data using SPSS revealed that motivation plays a pivotal role in driving exceptional performance among the respondents. Key factors influencing motivation include remuneration, personal growth, and work-life balance. The findings suggest that the staff at the Youth Commission are highly motivated, resulting in outstanding performance. Employees are indeed a crucial component of business development and success. Based on this, the study recommends that employee motivation can be achieved through empowerment, which involves providing autonomy, recognizing individual contributions, and fostering a positive work environment. In addition, the study suggests that regular feedback, opportunities for growth and development, and competitive compensation packages can also enhance employee motivation and productivity.

Keywords: motivation, job satisfaction, performance

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1. Introduction

This study looks at motivation as a subject matter in a working environment, and it shows clearly that motivation is usually narrated as a wish, need or thrust which makes a person perform a specific or desired task effectively and efficiently. This means that motivation in a work environment that encourages employees to perform in a desired way. Normally, this approach towards motivation is about encouraging employees to perform in a certain way to achieve desired output, retain employees at the workplace and commit to a function. That is, to help/service a customer. However, influencing/motivating employees to behave/act in a certain way is far from an easy task. As HR managers state, motivation is like baking a cake where you not only need the right ingredients but also the right ratio between the ingredients. This means that managing and affecting employees' motivation in workplace settings is a complex process.

The following section demonstrates the author's process of comprehending the theoretical developments in the field. In doing so, it creates a common understanding of what is relevant for this study's research area and context, by understanding how the theoretical developments have affected motivation today. However, the chapter also seeks to delimit the study's theoretical framework to only those theories that are relevant to the research objectives of the study.

In this competitive corporate environment today, every company, regardless of scale and market, strives to gain a competitive advantage, perform better, and achieve productivity and effectiveness. In order to do that, it is important for an organisation to clearly define its objectives and know how to do it well with the use of available resources. However, mentioning an organisation's resources, it is the human resources that fill all the gaps between each step to success.

Employees are the people who use their competencies and technical know-how to provide support to the company as a way of achieving desired goals. Organisations across the globe consider their human resources as a centre/ core of the business and continuously increase the level of their employees' motivation and performance, which tend to be more effective.

An effective organisation is defined as the competency of a company to achieve its intended objectives. According to the researcher, there elements in an organisation that need to be keenly concentrate on and such elements relates to organisation's production possibility frontier; misallocation, mismanagement, underutilisation and the unemployment of competent and productive resources, and the imbalance in output rewards for effective and efficient production.

The National Youth Commission (NAYCOM) was established by the Government of Sierra Leone through the National Youth Commission's Act No. 11, of 2009. It was signed into law by H. E. The former President of the Republic of Sierra Leone, Dr. Ernest Bai Koroma on the 22nd December 2009 and published in the Supplementary of the Sierra Leone Gazette Vol.CXLL No 3 dated 7th January 2010.

Mission of the National Youth Commission (NAYCOM): Increase the productive capacity of the youths to enhance participation in development and governance at national, regional, district and community levels. The National Youth Commission, with support from the United Nations Development Program (UNDP) and in collaboration with Restless Development, awarded certificates to 138 graduates who successfully completed a three-month internship program in the country.

The colourful certification ceremony was held at the Thompsonia Illusion Hall on Tuesday 12th February 2013. The program was to increase the number of young people benefiting from productive internship opportunities nationwide and increase the overall quality of interns. It all started with a nationwide recruitment exercise with eight centres opened in strategic areas across the nation. Some 1,023 applications were received for a program that requires only 150 young graduates. After a rigorous screening exercise with human resource skills employed, 142 were later placed in 18 entities that showed interest in interns' intake. Four had to drop out on the way after gaining employment somewhere else. Some of the interns were lucky enough to gain permanent employment based on the positive work done in their various places of work.

Nia Seppo, UNDP's Country Director, noted that they recognise the opportunities and achievements of young people in the project; and added that the challenges facing young people entering the job market is a global problem. *"Youths are a force to reckon with because they are capable of creating a positive change in society,"* she said. She noted that the pilot project has been a wonderful experience for the interns, UNDP, Restless Development and National Youth Commission. Madam Seppo admonished the Graduates to continue to build their experiences, knowledge and Curricula Vitae. The Commissioner of the National Youth Commission, Mr. Anthony Koroma, said it takes partnership and collaboration to solve the numerous challenges faced by young people in the country. He said its high time to formulate an Internship Policy for the benefit of young people and promised that his Commission will advocate to the government to make it happen. *"I am very proud to know that the interns worked well in the various establishments they served. Our target is to serve the youths of Sierra Leone, which is our guiding policy,"* he said. The NAYCOM Boss is hopeful that the project will continue so that more graduates will benefit.

The Country Director of Restless Development, Jamie Bedson, said they are aware of the fact that young people have the energy and capability to work and learn, which is why they are sending over 200 volunteers annually to serve as volunteers. He added that the internship project is not only serving as a job opportunity but also teaching young people to become responsible for serving the nation. He commended UNDP and the National Youth Commission for being at the forefront of implementing a project that is yielding dividends. The Country Director concluded by thanking the various institutions that instill leadership responsibilities in the graduates. Paul Kamara, the former Minister of Youths and Sports, informed the gathering that the government is working hard to find a lasting solution to youth unemployment in the nation. *"If the Agenda for Prosperity should succeed, the youths have to play a major role – especially those that*

have graduated from various higher learning institutions,” says the former Minister, and further note that they are very happy to have the United Nations Development Program as strong partners that fast track government vision and initiatives. Minister Paul Kamara said he was very impressed to realize the zeal and comportment of the interns.

Other speakers include representatives from employing institutions, such as the United Nations Food and Agricultural Organization (UNFAO), London Mining, Child Fund, and Urban Planning Project. The event was chaired by the Board Chairman of the National Youth Commission, Umar Farouk Sesay.

2. Statement of the Problem

Empowerment, initially, is an important and vital concept by which employees are capable of influencing and regulating judgments that influence their productivity in their jobs. Moreover, this perception supports workers in working with a determined regulator or consultant of their effort situation tangibly, communally, ethnically, and spiritually over the assets owed to them. Participating in the political doctrine of having equal rights in society is an extra essential idea or belief that qualities are enlarging. Rendering to sharing was careful to be an inherent quality of equality and thus a clarification to suppression.

This idea contains the methods and conclusions to inspire development and autonomy. Today, the Youth Commission faces the problem of low-productive employees in all sectors. However, in the service sector, the lower levels of motivating employees are in number due to the nature of their work. However, this study assists in finding out the relationship among the following factors: benefits, job environment, empowerment, and recognition, to extract the best-known factor among the employees to enhance their motivational level. The study will investigate the impact level mentioned above as aspects of employee motivation on their job and the cause of their moral satisfaction and individual performance in the organisation.

The primary owners are the case study organisation of this study, the Youth Commission. Furthermore, other organisations within the service sector could perceive the findings of the study as interesting, relevant and applicable in their particular business settings. Finally, the study could also be interesting for representatives of academic society. It focuses on an area of work motivation where a limited amount of research is carried out, which means that knowledge is also limited.

In the dynamic and competitive service sector, retaining and motivating young employees is crucial for organisational success. Young employees, often referred to as the millennial generation or Gen Z, have unique perspectives, values, and expectations that differ from previous generations. Understanding their motivational factors is essential for creating a workplace environment that fosters engagement, productivity, and employee retention. However, the service sector, characterised by intense customer interactions and often demanding work conditions, presents challenges in meeting the motivational needs of this workforce segment.

2.1 Justification of the Study

An effective organisation is defined as the competency of organisations to achieve its intended objectives. According to the researcher, there are elements in an organisation that need to be coordinated and supported in order to achieve the organisation's productivity and effectiveness.

They are classified as hard elements (strategy, structure, and systems) and soft elements (shared values, skills, style, and staff). This study, however, will be justified based on the following:

- Sierra Leone faces a significant challenge with high rates of youth unemployment, which can have detrimental social and economic consequences. Motivated and engaged young employees are crucial for organisations like the Sierra Leone Youth Commission to effectively address youth-related issues and promote youth development initiatives.
- The Sierra Leone Youth Commission plays a vital role in empowering and supporting the youth population in the country. Understanding the motivational factors that drive young employees can help the organisation create a more conducive and empowering work environment, aligning with its mission of youth empowerment.
- Motivated employees are generally more productive, committed, and satisfied with their jobs. By identifying and addressing the motivational needs of young employees, the Sierra Leone Youth Commission can enhance its overall organisational effectiveness and improve its ability to achieve its objectives.
- Young employees often have different motivational needs and expectations compared to their older counterparts. Addressing these needs effectively can help the Sierra Leone Youth Commission retain valuable young talents, reducing employee turnover and associated costs.
- While employee motivation has been studied extensively, there is limited research focusing specifically on the motivational factors influencing young employees in youth-focused organisations like the Sierra Leone Youth Commission, particularly in the Sierra Leonean context.

2.2 Aim and Objective

The aim of this study is to investigate the impact of motivation on the performance and job satisfaction of young employees working at the Sierra Leone Youth Commission.

The objectives are:

- 1) To identify the various motivational factors that influence the job performance and satisfaction of young employees in the Sierra Leone Youth Commission.
- 2) To examine the relationship between different motivational strategies and the productivity levels of young employees.
- 3) To assess the effectiveness of current motivational practices implemented by the Sierra Leone Youth Commission in retaining and engaging young talents.

2.4 Research Questions

The research seeks to answer the following research questions:

- 1) What are the key motivational factors that influence the job performance and satisfaction of young employees in the Sierra Leone Youth Commission?
- 2) How do different motivational strategies, such as financial incentives, recognition, career development opportunities, and work-life balance initiatives, impact the productivity levels of young employees?
- 3) To what extent do the current motivational practices implemented by the Sierra Leone Youth Commission effectively retain and engage young talents?

2.5 Significance of the Study

Investigating the impact of motivation on the performance and job satisfaction of young employees' sector holds significant implications for organisations, employees, and the broader service industry. The study's significance can be highlighted in the following aspects:

The findings of this research can contribute to developing effective strategies for addressing youth employment challenges in Sierra Leone by providing insights into the motivational factors that resonate with young employees.

Also, by identifying and implementing motivational strategies tailored to young employees, the Sierra Leone Youth Commission can boost employee engagement and productivity, ultimately enhancing its overall organisational performance.

Furthermore, the research findings can inform policymakers and stakeholders involved in youth development initiatives, providing valuable insights for developing policies and strategies aimed at promoting youth employment, skill development, and overall youth engagement in the workforce.

This research contributes to the existing literature on employee motivation, specifically in the context of young employees and youth-focused organisations, serving as a reference for future studies and providing a foundation for further research in related areas.

By understanding and addressing the motivational factors that drive young employees, the Sierra Leone Youth Commission can create a more empowering work environment, further contributing to its mission of youth empowerment and supporting the overall development of the youth population in Sierra Leone

Finally, the study's findings can contribute to a deeper understanding of the motivational factors and preferences of the young workforce in the service sector. This knowledge can inform industry-wide best practices, policies, and initiatives to attract, motivate, and retain young talent, ultimately benefiting the entire service industry.

2.6 Scope of the Study

The study specifically identifies the importance of motivation in the environment of the Youth Commission service sector. It specifies the factors that improve employee motivation levels in the Youth Commission organisation. Meanwhile, the people who

spent their lives working in the institution highlighted the point of improving the motivational level of employees towards their jobs. This research was conducted to keep the motivational level high in the Youth Commission service. Further, the results identify the factors (benefits, recognition, empowerment, and job environment) that help to improve the employee's motivational level. Each factor shows its level of importance. Moreover, the study will explain the satisfactory results from the employees' institution and the defined factors that can enhance employee motivation towards their jobs. The study is limited to the importance of motivational factors among young employees in the services sector, especially in the Youth Commission service from 2009 to 2021.

2.7 Hypothesis

The hypothesis is a projected statement subject to empirical tests. A hypothesis is made in order to find out the correct and valid explanation of certain processes or phenomena through scientific investigation. Hypothesis enables direct inquiry along the right lines. Hypothesis determines the method of verification as well as the procedure of inquiry. The hypothesis is the focal point of any research and must be formulated so that it can be tested and will permit the formulation of another hypothesis. The hypothesis needs to be in line with the research method, related to existing theory, specific and testable, simple and clear concept and empirically verifiable. The hypothesis of the study is that much more attention and preparedness are needed to motivate the performance and job satisfaction of young employees working at the Sierra Leone Youth Commission.

3. Methodology and Data Collection

The study focuses on the twin approach – qualitative and quantitative methodology. By solely looking at the stated research questions, the survey would be adopted as the research methodology. Consequently, the enquiry would be conducted through the use of a questionnaire to collect quantitative data.

A structured questionnaire (containing mainly closed-ended questions) was used to elicit information from respondents. The rationale behind the use of closed-ended questions is to have control over the responses due to the special nature of the study. The sampling technique to be adopted is the Purposive Sampling Technique (PST). Owing to the specific needs of the study, this targeting technique was most appropriate.

3.1 Definition of Terms

- **Management:** *“Management is an art of getting things done through and with the people in formally organised groups. It is an art of creating an environment in which people can perform and individuals can co-operate towards the attainment of group goals”.* *“Management is an art of knowing what to do, when to do and see that it is done in the best and cheapest way”* (Principles of Management, Harold Koontz, 2023).
- **Human Resource Management:** HRM can be described as a strategic, integrated, and coherent approach to the employment, development and well-being of the

people working in organisations. The practices of HRM are concerned with all aspects of how people are employed and managed in organisations.

- **Motivation:** It could be defined as the needs derived from an employee that define his behaviour and the goal towards which this behaviour is directed. It is an inner state that energises, activates, or moves, and that directs or channels behaviour toward goals.
- **Performance Management:** Performance management is the term used to refer to activities, tools, processes, and programs that companies create or apply to manage the performance of individual employees, teams, departments, and other organisational units within their organisational influence.
- **Intrinsic Motivation:** Intrinsic motivation is the act of doing something without any obvious external rewards. You do it because it is enjoyable and interesting rather than because of an outside incentive or pressure to do it, such as a reward or deadline.
- **Extrinsic Motivation:** Extrinsic motivation is reward-driven behaviour. In extrinsic motivation, rewards or other incentives — like praise, fame, or money — are used as motivation for specific activities. Unlike intrinsic motivation, external factors drive this form of motivation. Being paid to do a job is an example of extrinsic motivation.
- **Performance:** Employee performance refers to how your workers behave in the workplace and how well they perform the job duties you have obligated them to do. For an individual employee, performance may refer to work effectiveness, quality and efficiency at the task level. A Performance is an act of staging or presenting a play, concert, or other form of entertainment. Performance improves when individuals do good work that aligns with the business objectives. Individuals do good work when they know what is expected and receive helpful feedback and critical resources. Performance, on the other hand, refers to the ability (both physical and psychological) to execute a specific task in a specific manner that can be measured as high, medium or low in scale (Roe, 1999).
- **Employee Performance:** Employee performance refers to the ability of employees to attain goals, either personal or organizational, by using resources efficiently and effectively (Daft, 2000).
- **Leadership:** Leadership is essentially the creation, the management, and, at times, the destruction and reconstruction of culture (Schein, 1992).
- **Organisational Culture:** Organizational culture is conceptualized as shared beliefs and values within the organization that help to shape the behaviour patterns of employees (Kotter and Heskett, 1992).
- **Role of Financial Motivation:** The potential role of money as (1) conditioned reinforcement (2) an incentive which is capable of satisfying needs, (3) an anxiety reducer, (4) serves to erase feelings of dissatisfaction Opsahl and Dunette, (motivation and organisational climate pp 65-66)

- **Employee Satisfaction:** This refers to the positive or negative aspects of employees' attitude towards their jobs or some features of the job Ivancevich et al. (pp 448).

4. Literature Review

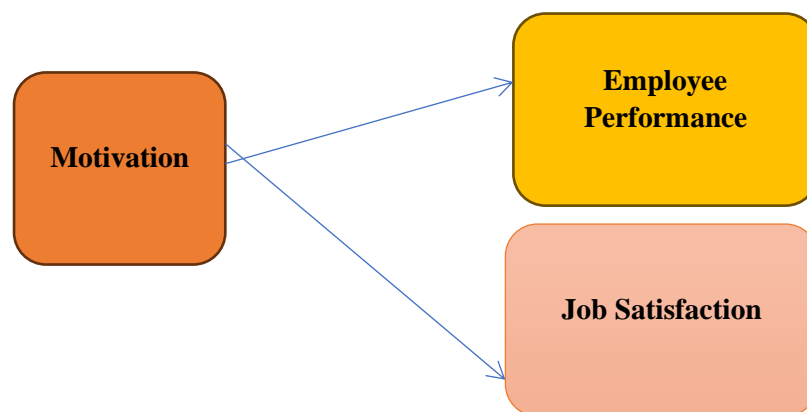
People, their needs, motivation, and satisfaction are becoming the better focus of human resources management since it has been realised that human capital represents the primary tool for competitive capabilities and advantages in the global market. The needs of individuals and the factors considered to be motivational for them are the object of intensive research and analysis, which resulted in the establishment of motivation theories.

4.1 Conceptual Framework

The conceptual framework is a fundamental part of every study since it plays a crucial role in orienting the whole research process. It not only helps the researcher to see thoroughly the variables but also provides her/him with a framework for data analysis. In this chapter, the definition of motivation, as well as its concepts and methods, will be introduced.

The importance of employees' motivation on organisational effectiveness is also discussed shortly. Next, the motivation theories of Abraham Maslow, Frederik Herzberg and Victor Vroom will be explained in detail. It will bring insight into employees' motivation and understanding of different motivational theories, which act as a rock for this study. This chapter closes with a summary of all theories and states the connections between the chosen theories and a conclusion.

Figure 1: The Relationship between Motivation and Employee Job Satisfaction



Source: Authors' Self-conceptualization

4.1.1 Motivation

The word “motivation” originates from the Latin word “movere”. “Movere” means to move. Thus, it creates a reflection of something going up, keeping us working and helping us to achieve our goals. Jeffrey S. Nevid, a professor of psychology, defined “motivation” as: “*The term motivation refers to factors that activate, direct, and sustain goal-directed behaviour*”. Motives are the ‘whys’ of behaviour, the needs or wants that drive behaviour and explain what we do. We don’t actually observe a motive; rather, we infer that one exists based on the behaviour we observed. The definition of “motivation” can be broad, and there are many ways to define the term itself, depending on different perspectives. The purest definition it expresses is “*something that motivates*” (Merriam-Webster Dictionary, 1873). It is an act or a process that gives a person a reason to do something in a particular way or an explanation for repeated behaviours, needs, and desires (Elliot, 2001). In short, it describes why a person does something.

In an organisational aspect, motivation has been defined as the sum of the processes that influence the arousal, direction, and maintenance of behaviours relevant to work settings. Employee motivation at work is considered an essential drive as it generates effort and action towards work-related activities, for example, an employee’s willingness to spend energy to achieve a common goal or reward. When an employee is motivated, he or she shows enthusiasm and eagerness towards the work and a strong determination to implement and accomplish work tasks.

4.1.2 Concept of Motivation

The concept of motivation is about the psychological forces that determine the direction of a person’s behaviour in an organisation with a person’s level of effort and a person’s level of persistence (Jones & George, 2008). The concept of motivation could be broad; however, according to Jones & George (2008), there are three major components of motivation: direction, intensity, and persistence.

- 1) Direction is a goal that forces an individual to perform an act to achieve it. A goal is chosen consciously or unconsciously by an individual. There are factors that influence a person in selecting a goal, including both internal and external factors, and the final goal is the best one chosen among potential alternatives.
- 2) Intensity is the level of determination or effort put by an individual in the process of achieving the goal; how hard an individual has tried, and how much energy, time, money, or any other mental or physical things have been used during the process to achieve the goal.
- 3) Persistence is the ability of an individual to maintain motivation through time, even though obstacles may exist (Robbins & Judge, 2013).

It is not an exaggeration to say that motivation is the core of success. A motivated person is likely to willingly put more effort into doing a task, and a good result is within expectations. When goals are achieved, it drives a feeling of satisfaction and enjoyment for the employees and creates a positive working attitude in the workplace.

Additionally, the concept is also mentioned in the classification of motivation types, which can be divided into intrinsic (internal) motivation and extrinsic (external) motivation, as lamented below.

Intrinsic motivation comes from one's self-desire to seek out new things and to challenge oneself. It is the eagerness to learn, to gain knowledge and to explore self-values and capabilities (Ryan, 2000). When a person has intrinsic motivation, it means he or she does the job with interest and enjoyment. Such persons have the tendency to be engaged in their jobs, do their work with passion and willingness, strive for the best results and self-reward, and continuously improve their skills and abilities (Wigfield, 2004).

On the contrary, extrinsic motivation refers to the performance of activities to achieve the desired outcomes. Extrinsic motivation can arise from both internal and external factors. However, most of the time, it comes from the impact of external factors rather than internal ones (e.g., the individual itself). Therefore, the main question to answer is where to get the extrinsic motivation and how a person can sustain his/her motivation (Ryan, 2000). There are factors that create extrinsic motivation, such as competitions, appraisals, external rewards, or punishment (Dewani, 2013).

4.1.3 Motivation Methods

There are many ways to motivate employees in today's working environment. Companies globally have been using different strategies and approaches to improve employee motivation. However, it seems that the best motivator for employees is indeed important in their lives. Furthermore, different people might have different values and approaches; therefore, understanding employees' needs and using appropriate motivating methods can help increase the level of motivation (Gleeson, 2016).

According to Jan Ketil Arnulf's article "Money as a Motivator" (2014), money is deemed to be the best motivator for any individual. Looking back to the historical time, money caused huge differences between employees working in inhuman conditions in the early Industrial Revolution and those working in slave conditions in the countryside. For those who participate in the "paid employee" system, the money means more than just itself; it also means freedom and prosperity. That is why many people are trying to move to industrial regions to improve their lives and working conditions. With that prospect of salary, today, many young people are still striving to move from poorer to better living conditions, from low to high education, since they think it is the only way to ensure a prosperous future.

Nevertheless, is money the best and only motivator? Or are there any of the motivators that have surpassed the money motivator? Considering from another perspective, we, as human beings, work for money but also for many other things, such as achievement, recognition, advancement, growth, responsibility, and the work itself (Herzberg, 1987)

Employee empowerment has been promoted as a way to increase motivation (Kaplan & Norton 1992, 1996). Empowerment gives employees a feeling of control,

efficiency and impact. It creates a sense of freedom in making choices and the ways how to work, and work involvement; the feeling of responsibility and the ability to carry out work in a satisfactory manner; and the feeling of achievement when the task is accomplished within expectations and with desired outcomes.

Many studies have shown that employees with high empowerment motivation have a higher level of work motivation, which correspondingly results in better organizational productivity and performance (Thomas & Penthouse, 1999).

Achievement motivation is referred to as the need for achievement. It is the need for success and indicates the wish to attain excellence. Achievement may vary depending on different people. For example, it is the need for enjoyment and fulfilment to have a work-life balance, to feel engaged and satisfied with the work, but still able to enjoy a meaningful life to the fullest. Alternatively, it is simply about the impact their work has had on society and the environment. Feeling that you are making a difference, changing the world in a positive way, and making it a better place to live is really a powerful motivator (Jex & Britt, 2008)

Advancement as a motivator indicates the opportunities of being promoted to a higher position, having a higher salary and more benefits in the company. Not all employees share the same motivation for advancement. Therefore, understanding each employee's needs and assisting them in reaching the satisfied drivers is also a way to motivate employees (Lipmann, 2014).

Growth motivation is quite similar to advancement motivation since it is one of the motivators that help retain employees. However, the definition is broader, and it is not only just about career promotion or better salary and benefits. Good employees are enthusiastic, eager, determined, and, above all, ambitious. There are ways to look for better opportunities to grow, acquire more knowledge, learn new skills, widen their network, and challenge themselves with different positions. Providing and stimulating employees' growth motivation is an essential method of increasing the level of motivation (Lipmann, 2014).

The work itself is also a contributor to employee motivation. There is a fact that an employee might absolutely love his or her job, be satisfied with the pay, and have good relationships with his/her colleagues but still find the work itself completely boring and uninspiring. A happy employee may stay, but if you really want to motivate the employees, create interesting work and let them engage with it. This means forming strong work cultures, encouraging creative thinking and innovation, and especially avoiding unhealthy, unequal and impotent working environments (Landrum, 2015).

Finally, whatever the job is, and no matter your position, it is very important to an employee that his/her efforts are recognized. If an employee has been spending much time working on a task or is even just willing to help out the other co-workers, give them applause and show them your gratitude. It can be understood that it is not merely about giving praise. If the efforts of an employee are recognised, he/she will feel achievement and fulfilment and continue to excel in the work. However, it is crucial to consider that recognition as a motivator may differ among employees as one might increase work

productivity after being recognized while the other is the opposite. By working closely with employees, you may know how they react to recognition, thus being able to offer a fitting way of appreciation (Health Field, 2017).

4.1.4 The Importance of Motivation on Organisational Effectiveness

Many researchers have shown that motivated employees perform work better than unmotivated ones. Motivated employees are more innovative as they are always looking for better ways to complete a task. They are self-directed and goal-oriented. They can produce high-quality work with more or maximize efficiency and productivity, which also leads to the maximization of profits (Matthew, Grawich & Barber, 2009).

Employee motivation has a strong influence on the effectiveness of an organisation. Organisational effectiveness is a broad term, but this study follows the concept of locating targets and attaining them proficiently in spirited and energetic surroundings (Constant, 2001). An effective organisation will ensure a spirit of cooperation and a sense of commitment and satisfaction within the sphere of its influence (Abbah, 2014). There are no fixed parameters to compute the effectiveness of an organisation since it varies from company to company and from case to case. However, it can be used to measure anything within an organisation, from leadership, communication, accountability, metrics, and human performance to the delivery systems.

In this research, the focus is mainly on human performance, specifically on the aspect of employee motivation. The aim is to prove the connection and make concrete the idea of employee motivation resulting in organisational effectiveness. In summary, motivation is important to both an individual and the organisation. For an individual, motivation is an essential factor that encourages a person to achieve his/her personal goals. Within an organisation, motivation is said to be a factor that leads to employee satisfaction. Also, motivation inspires a person to widen his/her knowledge to explore and unleash his/her full capabilities and potential.

Correspondingly, from the organisational aspects, motivation leads to a positive attitude in the workplace, easy adaptation to changes and more creativity. The more motivated the employees are, the more contribution they bring. Thus, the more profitable and successful the organisation is.

4.1.5 Maslow Hierarchy of Needs

The first theory of motivation used as a theoretical base for this study is Abraham Maslow's motivation theory. Abraham Harold Maslow (1908 – 1970) is an American psychologist who is well-known for his theory of the Hierarchy of Needs. The theory illustrates five different stages of human needs in a hierarchic order, starting from the most basic to the most complex ones. In a survey, "Review of General Psychology", published in 2002, Maslow was named among the tenth most famous psychologists of the 20th century. Some needs are fundamental to human beings, and without their existence, nothing else matters. We (living persons) consider needs to be a motivator. We

always start with the lowest level of needs and strive for satisfaction fulfilment; once achieved, we are then looking to satisfy higher needs. In other words, a person cannot move to the next level of needs without satisfying the previous level (Maslow, 1954).

Maslow's Hierarchy of Needs is often described in a pyramid shape with the large stand most elementary levels of need at the bottom, and the need for self-actualisation at the top. Maslow used the terms physiological, safety, belongings and love, esteem, and self-actualisation to describe the pattern that human motivations generally move through. The goal of Maslow's theory is to attain the highest level of stage: self-actualisation needs.

According to Maslow (1954), the needs from the basic to the most complex are listed as follows:

- Physiological needs: breathing, food, water, sex, sleep, homeostasis, excretion,
- Safety needs: security of body, employment, resources, morality, family, health, and property,
- Love and belonging: family, friendship, sexual intimacy,
- Esteem: confidence, achievement, respect of others, respect by others,
- Self-actualisation: morality, creativity, spontaneity, problem-solving, lack of prejudice, acceptance of facts.

The Hierarchy of Needs starts with the lowest level of need: physiology and physiological needs, including vital necessities for human existence and survival, such as air, water, food, and other living needs. Physiological needs are considered to be the most important because without satisfying them first, the desires for other needs are not a matter of concern. Without food, a human body cannot function well; if you are hungry, all your activities will be oriented and forced to find food; employers who pay at least a minimal living wage will meet these basic employee needs. Therefore, physiological needs should be met first.

Once an individual's physiological needs are achieved and somewhat satisfied, the person drives the desire towards his or her safety needs. It includes, for instance, the personal security of body, health, well-being, morality, and family; the job security of work opportunity and of employment; and the financial security of property and resources. Nowadays, it is a concern that the need for safety is increasing daily. It is not just about having a place to live, feeling certain and being free from the threat of danger and pain. People feel unsafe due to such reasons as natural disasters, war, violence, abuse, or economic instability. This level is more likely to appear in children as they usually need the feeling of being secure. In an organisation, employers can meet these needs by ensuring employees are safe from physical, verbal or emotional hazards and have a sense of job security.

The next level of needs is love and belonging, which belongs to human psychological needs. Humans need to love and be loved, both sexually and non-sexually, by others. According to Maslow, when an individual's basic needs are fulfilled, they need interpersonal involvement and acceptance. This is the need to be social, to have friends and relationships.

It can be the involvement in a group of co-workers, clubs, student organisations, hobbies group, or a person's own gang, or the connections with family, close friends, colleagues, and neighbours. We cannot deny the important role of love and belonging needs in human life, as there is evidence of people experiencing loneliness, anti-socialisation, autism or even depression in the deficient of this element. Respectively, for employers in the business aspect, being able to create a satisfactory reward system and implement an organisational program in which employees actively take part can help fulfil and satisfy these needs of employees.

The fourth level mentioned by Maslow in the Hierarchy of Needs is esteem needs. All people in our society have a need or desire for a stable, firmly based, usually high evaluation of themselves, for self-respect, and for the esteem of others (Maslow, 1954; Stephens, 2000).

Consequently, this level of needs is categorized into two types, which can be defined by the terms self-respect and esteem. Self-respect refers to the desire for strength, achievement, adequacy, mastery and competence, confidence in the face of the world, and independence and freedom (Maslow, 1954). This level is achieved when a person feels satisfied and enjoyable with what they have completed simply by feeling positive and living a meaningful, valuable, and on-purpose life. Likewise, esteem portrayed the desire to be accepted and valued by others. Furthermore, only by satisfying the desire for reputation or prestige, status, fame and glory, dominance, recognition, attention, importance, dignity, or appreciation will this esteem need be fully achieved (Maslow, 1954).

Finally, self-actualisation, which is classified as the "being needs" or "b-needs" is the highest level in Maslow's Hierarchy of Needs. "What a man can be, he must be" (Maslow, 1954). This level illustrates the need "to become everything that one is capable of becoming" (Hagerty, 1999): to be aware of and achieve a person's full potential. In other words, they will try to do everything to the best of their ability. When a person has reached the state of self-actualization, they tend to be individualistic, focusing more on themselves and having a desire to widen their knowledge, acquire new skills, take on new responsibilities, experience more new challenges, and act in a way that will take them to attain their desired life goals.

According to Maslow, in order to completely achieve this level of needs, an individual must not only achieve and satisfy the previous needs but also master them (Maslow, 1954). To sum up, Maslow's Hierarchy of Needs can be briefly described as follows:

- Humans are influenced and motivated by their personal desires, wants and goals. Only unsatisfied people need motivation; satisfied ones do not.
- The needs are organized in hierarchic order based on the priority order in human life, starting from the most basic to the most complex.
- A person can move to the higher levels of needs only when the previous lower ones are successfully achieved.

- The higher level of needs a person reaches, the more individuality, humankind, and well-being a person becomes.

4.2 Theoretical Framework of the Study

This chapter presents and discusses the theoretical considerations and decisions employed in the study, which are subdivided into three main sections. The first section focuses on defining and clarifying work motivation as a concept. In the second section, relevant developments in the field of work motivation are discussed with emphasis on the applicable aspects of the study's field of research. Therefore, the theories of work motivation that are not directly relevant to the thesis purpose are only lightly touched upon. The final section introduces, discusses and critically assesses the theoretical frameworks employed in the study.

4.2.1 Herzberg's Two-Factor Theory

The theoretical study of this study continues with Frederic Herzberg's motivation theory. Frederick Herzberg's two-factor theory demonstrated that human behaviour is influenced by two sets of factors: the satisfaction factor and the dissatisfaction factor. He believes that those factors result in human motivation and job satisfaction in the workplace, and their absence does not cause dissatisfaction but not motivation. Based on the theory, Frederik Herzberg also pointed out the two components which contribute to the state of satisfaction and dissatisfaction, called motivator factors and hygiene factors, as explained bellow (Herzberg, 1987).

Motivator factors, including personal achievement, status, recognition, the work itself, responsibility, growth, promotion, and opportunity for advancement, are described as intrinsic factors (Herzberg, 1987). The intrinsic factors tend to be intangible and deal with more emotional needs. A typical example of this would be doing something with interest and enjoyment. The presence of motivator factors can lead to an increase in motivation, satisfaction and, thus, higher commitment, but the absence of it will not certainly reduce motivation.

On the contrary, hygiene factors, for instance, interpersonal relationships, company policies and administration, working conditions, quality of supervision, job security, salary, wages and other benefits, and work-life balance, are characterized as extrinsic factors (Herzberg, 1987). The extrinsic factors are tangible and classified as basic needs since they refer to doing something for external rewards such as money, fame, or status. It is opposite to intrinsic factors, which influence a person's behaviour based on his or her inner desire and motivation. Also, unlike motivator factors, the presence of hygiene factors will not motivate but could avoid dissatisfaction, however, the absence will surely lead to demonisation.

According to Herzberg (1987), there exists a complex connection between satisfaction and dissatisfaction. They both have a great influence on a person's behaviour and the state of being satisfied or dissatisfied; however, they are affected by different factors and preceded independently of each other (Herzberg, Mausner & Snyderman,

1959; Herzberg, 1965). For example, a person indicates himself/herself as a cause to satisfaction whilst blaming external factors like the situation or environment for resulting in dissatisfaction. Nonetheless, the theory is essential to every manager as it marked the importance of providing hygiene factors sufficiently to the employees as a way of motivation and, so far, somewhat resulted in satisfaction. The absence of hygiene factors will lead to demonization; however, its presence is not enough to motivate people.

Therefore, managers also have to focus on increasing motivator factors, such as job enrichment: creating an interesting job and working environment, giving employee more opportunities for advancement, to maximize the competences, taking more responsibilities, experiencing new challenges, and giving employees praise whenever needed.

4.2.2 Vroom's Expectancy Theory

The last motivation theory chosen as a basement for this study is Vroom's expectancy theory. The theory, which was established by Victor H. Vroom in 1964, cited the connection between a person's effort and motivation and the expected desired outcomes. It explains the procedure of how a person selects to perform a set of behaviours over another one, and how the decision made is related to the goals (Skemp-Arlt & Toupenca, 2007).

According to Vroom (1964), an individual's motivation to reach a desired outcome is determined by the three important components: expectancy, instrumentality, and valence.

The first component in the equation is expectancy, which is defined as a person's belief that their effort will result in desired outcomes, such as performance or success. It is also a person's evaluation of what kind and how much effort should be put to achieve better results or higher performance.

4.2.3 Job Characteristic Model

The theoretical framework employed is the Job Characteristics Model (JCM) introduced by Hackman and Oldham (1976). The theory is included in the study for numerous reasons described above.

To find out how jobs should be designed to not only enable effective employee performance but also provide satisfaction and personal gains for employees, Hackman and Oldham initiated their study using the Job Diagnostic Survey (JDS) as their primary instrument for data collection, specifically designed to measure every variable presented in the Job Characteristics Model Hackman and Oldham conducted their study. The study was very broad in scope since it included blue-collar, white collar and professional employees. Furthermore, both production and service organizations were included in the study. Based on the study's findings, Hackman and Oldham proposed a revised version of the JCM, which emerged as the major theory in the job design area (Porter et al., 2009).

The core idea of the JCM framework is that enriched and complex jobs positively influence employee motivation, satisfaction and performance. The model looks at the

relationship between a number of work characteristics, what affects those characteristics, and how they affect employees' work attitudes and behaviour. It is a three-stage casual model, which, in general, argues that the presence of specific job characteristics allows employees to experience psychological states, which results in a number of positive personal and work outcomes (Hackman and Oldham, 1980).

More precisely, the model states that the presence of the following five "core job characteristics": skill variety, task identity, task significance, autonomy and feedback at work, leads employees to the three following "critical psychological states": experienced meaningfulness of the work, experienced responsibility for outcomes of the work and knowledge of the actual results of the work activities. These results in the following personal and work outcomes: high internal motivation, high-quality work performance, high satisfaction with work and low absence/employee turnover.

Hackman and Oldham (1980) name the three critical psychological states as the causal core of the model. Moreover, the presence of all three critical psychological states is necessary to activate and maintain the strong internal motivation of the employee. The absence or removal of any of the three critical psychological states will decrease the level of internal motivation.

4.2.3.1 Critical Assessment of the Job Characteristics Model

Just as the Two Factor theory is critically assessed to anticipate the possible implications for the research, the JCM is discussed similarly. The critical assessment section is divided into two parts. The first part focuses on presenting a general critique of the JCM, and the second part builds on the research-related critical assessment of the model.

4.2.3.2 General Critique of the Job Characteristics Model

A number of different researchers have examined the Job Characteristics Model over the years. However, it is beyond the scope of this study to include criticism expressed by individual researchers. Therefore, to present the criticism that the JCM has been subject to, the study relies on the researcher's work that provides an extensive and Summarised review of the research conducted in relation to the JCM.

In the article "The Job Characteristics Approach to Task Design: A Critical Review", Roberts and Glick (1981) express their doubts towards the validity of the JCM and criticize it on a number of grounds. There are several problems with the Job Characteristics theoretical model and the analytical and operational strategies employed in the initial research related to it.

4.2.4 Presentation of the Two-Factor Theory

The Two Factor theory specifically focuses on the individual and their needs for satisfaction in the work environment. Its objective is simply to find out what workers want from their jobs as a remedy to improve productivity and decrease employee turnover and absenteeism (Latham, 2012). The research aimed not only to identify factors directly related to employee job satisfaction and motivation but also to see what attitudes

different factors provoke and finally what effects those factors had on job satisfaction and motivation. The overall objective that guided Herzberg's academic research was to keep sane people sane. The participation in and experiences from World War II led Herzberg to conclude that the most terrible things happen when sane people lose their sanity or when sane people act in an unethical manner (Herzberg et al., 1993).

The theory argues that two distinctive sets of factors affect employee attitudes towards job and motivation. Factors in the first group are motivators (intrinsic) and consist of the following elements: achievement, recognition, work itself, responsibility, advancement and growth. The second group of factors are classified as hygiene factors (extrinsic), including supervision, company policy, relationship with (peers, subordinates, supervisor), working conditions, salary, personal life, status, and security.

However, the novelty of the theory is not based on the ability to classify different motivational factors but rather on the interrelationship between the two different sets of factors. For instance, job satisfaction and dissatisfaction are not two opposites on the same spectrum. The opposite of job satisfaction is not dissatisfaction but rather the absence of job satisfaction. Job dissatisfaction is not the opposite of job satisfaction, but there is no job dissatisfaction. This means that the satisfaction of hygiene needs can prevent job dissatisfaction and poor performance in the workplace. However, it is the satisfaction of the motivating factors that will affect the type of performance a company seeks. This means that for companies to increase employee productivity, motivators need stimuli.

Another remarkable proposition of the Two Factor theory is that factors affecting job satisfaction are different from those that affect job dissatisfaction. Motivator factors are associated with job satisfaction and are, whereas hygiene factors are related to job dissatisfaction. The factors that cause satisfaction are intrinsic and related to the individual and the tasks performed. On the contrary, factors that cause dissatisfaction are extrinsic and related to conditions that surround the job (Herzberg et al., 1993).

Herzberg suggests that primary attention and energy at the workplace should be directed towards motivator factors as a tool for employee motivation and performance enhancement. However, it is also important to point out that hygiene factors are also important, especially in organizations where the possibilities to rely on motivator factors are limited. In those cases, it is vital to ensure a high level of hygiene factors (Herzberg et al., 1993).

4.2.4.1 Critical Assessment of the Two-Factor Theory

The Two Factor theory is a very interesting theory since it is perceived and 'tagged' as the most controversial theory in the field of work motivation. The controversy is mainly caused by highly inconsistent results that were gained by testing the theory on a number of different occasions, thereby creating a dispute about whether the theory is valid (Pinder, 1984). Another point that adds to the controversy of the theory is the high support that the theory received from the practitioners' side. Despite that, the academic society had a hard time fully accepting the theory; practitioners were holding a more

positive attitude towards the theory. Even to this day, the theory, due to simplicity, precision and clarity, is well accepted and valued by practitioners (Porter et al., 2009).

4.3 Summary of Reviewed Literature

Motivational theories, especially employee motivation theories, might be broad in quantum, vary in nature and differ in meaning. However, all of them share some common traits, which are, for example, that motivation can arise from intrinsic (internal) factors or extrinsic (external) factors, and the theories so far have proved the outweighed value of intrinsic motivators from an individual's perspective rather than the extrinsic ones (e.g., money) as we have normally assumed.

Maslow's Hierarchy of Needs, Herzberg's Two-Factor theory, and Vroom's Expectancy theory were chosen as the basis for this study because they demonstrate a strong connection with each other and are supportive of the research topic.

The three theories share a similar and concrete outcome, which is that attitudes have a huge influence on the administration of activities and results. According to Maslow, it is necessary for every individual to fulfil the basic levels of needs before moving to higher ones, and the idea is to achieve and satisfy the highest level of self-actualisation in the hierarchy. In parallel, Herzberg's theory shows that people are not satisfied by the lower needs at work but only by achieving the psychological needs of achievement, recognition, responsibility, growth, advancement, and the nature of work itself. Besides, Vroom's theory also supports the conclusion by pointing out the dependence of an individual's work outcomes on intrinsic motivation, which is mentioned in the form of effort. Lastly, the theories also suggest that the most effective way to motivate a person is through intrinsic motivation, which, if done correctly and successfully, leads to the state of organisational effectiveness.

Although all these theories will be used as a base for empirical research, the focus will be on Herzberg's Two-Factor theory of motivation. This model will be used to identify and analyse different motivational factors and find out what has the most influence on employees' motivation in the workplace. The link between employees' motivation and its effect on organisational effectiveness will also be discussed.

5. Research Methodology

Research methodology is a way to systematically solve the research problem (Kothari, 1985). In other words, it describes the scientific process of research. It is very important for researchers to know not only the application of research approaches but also their relevance to the study's objectives, its meaning, indication, and the reason for choosing a specific technique. Since different problems might have different approaches, being able to understand the theoretical background and variables of different techniques and to know what specific techniques are appropriate for the research problem allows researchers to decide the best methodology used for the research (Kothari, 1985, p. 8)

Research methodology is the combination of tools, techniques and approaches through which scientifically designed research is actually carried out. Research is a cyclical process that begins with a problem, an unanswered question in the mind of the researcher. The research sees the goal as a clear statement of the problem. Research subdivides the problem into appropriate subproblems. Research posits tentative solutions to the problem through appropriate hypotheses. These hypotheses direct the researchers to the facts. Research looks for facts directed by the hypothesis and guided by the problem. The facts are collected and organized. The researcher interprets the meaning of the facts, which leads to resolving the problem, thus confirming or rejecting the hypothesis and providing an answer to the question that began the research cycle.

From what has been acknowledged above, research methodology is a broad concept, and the research method only contributes partly to it. According to Kothari (1985), *“when we talk of research methodology, we not only talk of the research methods but also consider the logic behind the methods we use in the context of our research study and explain why we are using a particular method or technique and why we are not using others so that research results are capable of being evaluated either by the researcher himself or by other”*. Therefore, it is essential to comprehend precisely what is the purpose of the study, what is (are) the question(s) that researchers want to solve and in what way it will be investigated, how the data is collected by what methods, and how the data is processed and analysed in order to generate the outcomes and conclusions (Kothari, 1985; Howell, 2013)

5.1 Research Design

To effectively evaluate the impact of motivation on young employees in the NYCOM-SL, this study will employ a mixed-methods research design, combining both quantitative and qualitative approaches. This integrated approach will provide a comprehensive and multifaceted understanding of the research problem, leveraging the strengths of both methodologies.

5.1.1 Quantitative Approach

The quantitative component of the study will involve the administration of a structured questionnaire to a sample of young employees (aged 18 - 45) working in the National Youth Commission Sierra Leone. The questionnaire will be designed to capture demographic information as well as participants' perceptions, attitudes, and experiences related to different motivational factors.

The questionnaire will incorporate validated scales and measures from established motivational theories, such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and Vroom's Expectancy Theory. Questions will be structured using Likert scales, multiple-choice, and ranking formats to assess the importance and impact of various motivational factors on job satisfaction, productivity, and retention.

The quantitative data collected will be analysed using statistical techniques, including descriptive statistics, correlation analysis, regression analysis, and analysis of variance (ANOVA). These analyses will help identify the relative importance of different

motivational factors, examine relationships between variables, and explore potential differences in motivational preferences based on demographic characteristics or job roles.

5.1.2 Qualitative Approach

To complement the quantitative findings and gain deeper insights, the study will also employ a qualitative approach. Semi-structured interviews will be conducted with a subset of the participants from the quantitative phase. These interviews will allow for open-ended discussions, probing into the lived experiences, perspectives, and personal narratives of young employees regarding motivation in the service sector.

The qualitative data collected through interviews will be analysed using SPSS techniques. This process will involve identifying recurring patterns, themes, and insights related to motivational factors, challenges, and strategies for enhancing motivation among young employees in the service sector.

5.2 Population and Sample Size

For the purpose of a good presentation in this research, only the youth commission service staff are used as a sample size; moreover, those who are involved in the service sector are used. Only fifty-five staff members were given a questionnaire, and they responded to it. This means that fifty-five (55) staff were respondents, which is 15% of the organisation's working force. Different types of sample methods were employed in selecting the number of staff to be interviewed and their places of operation.

5.3 Sources of Data Collection

Both primary and secondary data collection methods were used in order to acquire data for this research. First, secondary data were gathered through such sources as annual reports, books, articles, and online platforms to get a thorough understanding of the research. The theoretical framework of this study is built based on the knowledge gained from this step. Furthermore, primary data were obtained through a tailored-made survey, which was implemented by sending it to the management and employees of the National Youth Service Commission.

5.3.1 Primary Sources

The primary source includes data collected from personal interviews and the administration of questionnaires with the general staff of the National Youth Service Commission. This data is decisive; it is directly from people of high authority who are at the forefront of the institution's decision-making on staff development strategies in the institution and the service sector. This is first-hand information that the researcher receives directly from the primary source. The concerned individuals were contracted.

5.3.2 Secondary Sources

This includes data from published sources such as journals, newspapers, textbooks and related research. This source of data is indirect sources of information, which involves

third parties' aspects. Secondary data also come from the internet and published reports, and some from office records.

5.4 Mode of Data Collection

Data collection is a process of collecting and measuring information based on focus groups, which is done using systematic techniques. Executing an appropriate data collection method plays an important role in every research as it allows researchers to gather relevant evidence that enables analysis, which provides the means to answer the research questions and, furthermore, to conclude possible outcomes. The two types of data are primary data and secondary data (O'Gorman & MacIntosh, 2014).

Primary data, or first-hand collected information, is collected directly from original sources. The method used to gather primary data is diversified, which can be accumulated through a questionnaire, survey, personal interview, or researcher's observation. The access to primary data is private until the researcher publishes it (Currie, 2005, p. 89).

Unlike primary data, secondary data refers to collecting information from research that others have done. The data could be withdrawn from various sources, such as books, journals and articles, company records, previously published research or the internet. The aim of collecting secondary data can be understood as a process of acquiring the necessary knowledge to get a deeper understanding of the topic and using it as a frame to study the research (Metcalf, 2017).

In this research, both primary and secondary data are used. In the beginning, secondary data was collected through numerous academic sources in order to gain a deeper understanding of different types of motivational factors and their effects on a person's work performance and, furthermore, the contribution to organisational effectiveness.

In parallel, primary data is collected by a research questionnaire. The questionnaire was created based on the theoretical framework of the research. Different questions were used to examine various aspects of motivation. The first questions act as a basis for the researcher to get to know the respondents on a general level and ask them how long they have been working in their current position.

The following questions aim to generate respondents' self-assessment of their motivation level at work and how it is linked with their work performance. The later section of the survey focuses on asking the respondents about different motivation factors that motivate them the most and make them stay on the job, using multiple-choice questions. The survey ends with questions related to job retention and the respondents' feelings towards their own organization.

5.5 Research Instrument

A questionnaire comprising one section and composed of closed-ended items was adopted and used to collect data from respondents.

It deals with the impact of motivation variables as well as age and gender characteristics that will result in an effective and efficient result through data analysis and discussions.

6. Data Analysis and Discussion

The research aims to investigate the impact of motivation on the performance and job satisfaction of young employees working at the Sierra Leone Youth Commission and how it is linked with their work performance and furthermore, the critical contribution to organisational effectiveness. The population size is limited to fifty-five respondents who will attend the questionnaires. The research administered questionnaires to 55 respondents, about 15% of the total population. This research section will focus on analysing the data and discussing the findings with illustrations of charts and tables.

6.1 Demographic Characteristics of Respondents

6.1.1 Gender Distribution

The objective of the first three questions is to understand who the respondents are. The questions about gender, age, and how long the respondents have been working in the current position were asked, and the results are illustrated in Tables and Figures 4.1 and 4.2.

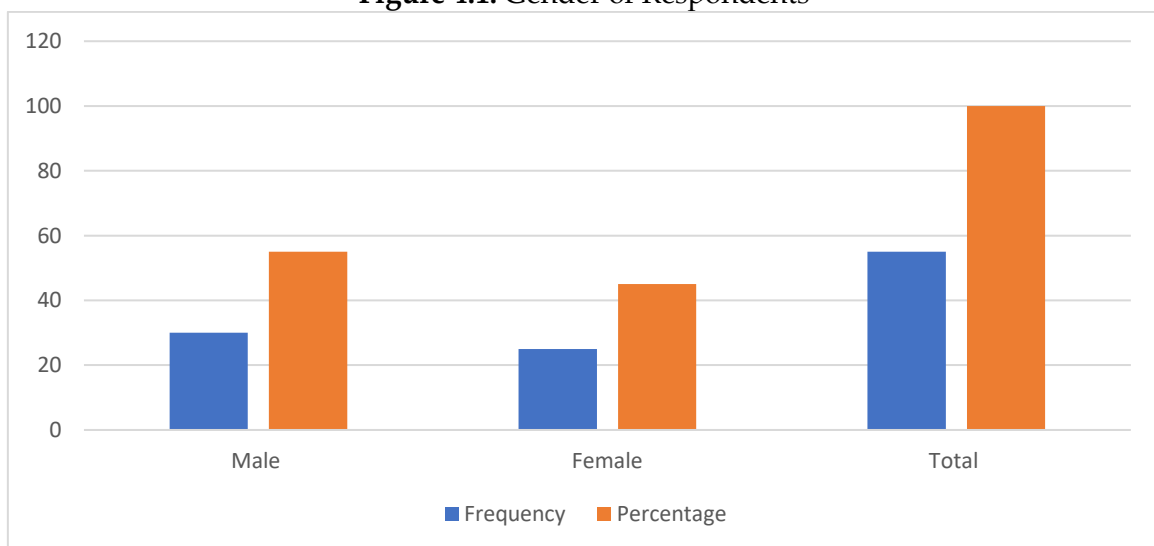
From the above table and figure, it can be stated that 55 percent of the respondents were female, whereas the number of male respondents was 45 percent.

Table 4.1: Gender of Respondents

Gender of respondents	Frequency	Percentage (%)
Male	30	55
Female	25	45
Total	55	100

Source: Field Data, 2024.

Figure 4.1: Gender of Respondents



Source: Data from Table 4.1.

6.1.2 Age Distribution of Respondents

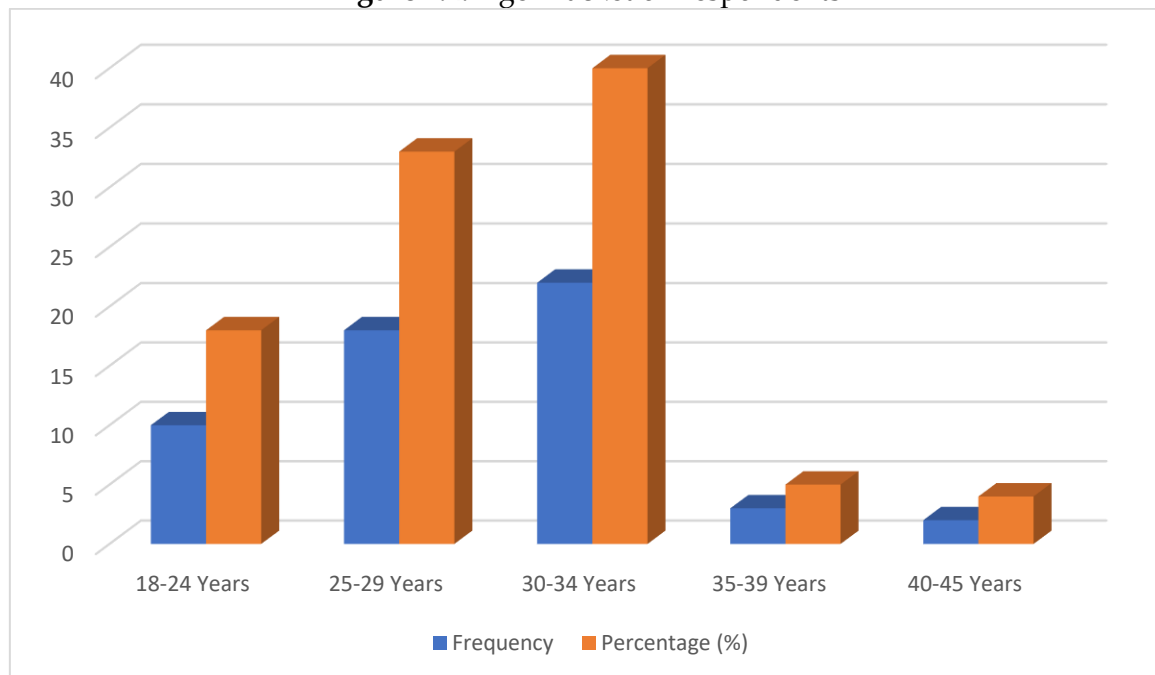
The respondents' age groups diversified, with the majority between 30 and 34 years old at 40 percent, followed by the age group from 25 to 29 at 33 percent (according to Table and Figure 4.2). These statistics showed that the overall respondents were quite young, with a higher response rate for males than for females.

Table 4.1: Age Bracket of Respondents

Age bracket of respondents	Frequency	Percentage (%)
18 – 24 Years	10	18
25 – 29 Years	18	33
30 – 34 Years	22	40
35 – 39 Years	3	5
40 – 45 Years	2	4
Total	55	100

Source: Field Data, 2024.

Figure 4.2: Age Bracket of Respondents



Source: Data from Table 4.2.

6.1.3 Respondent Length of Service

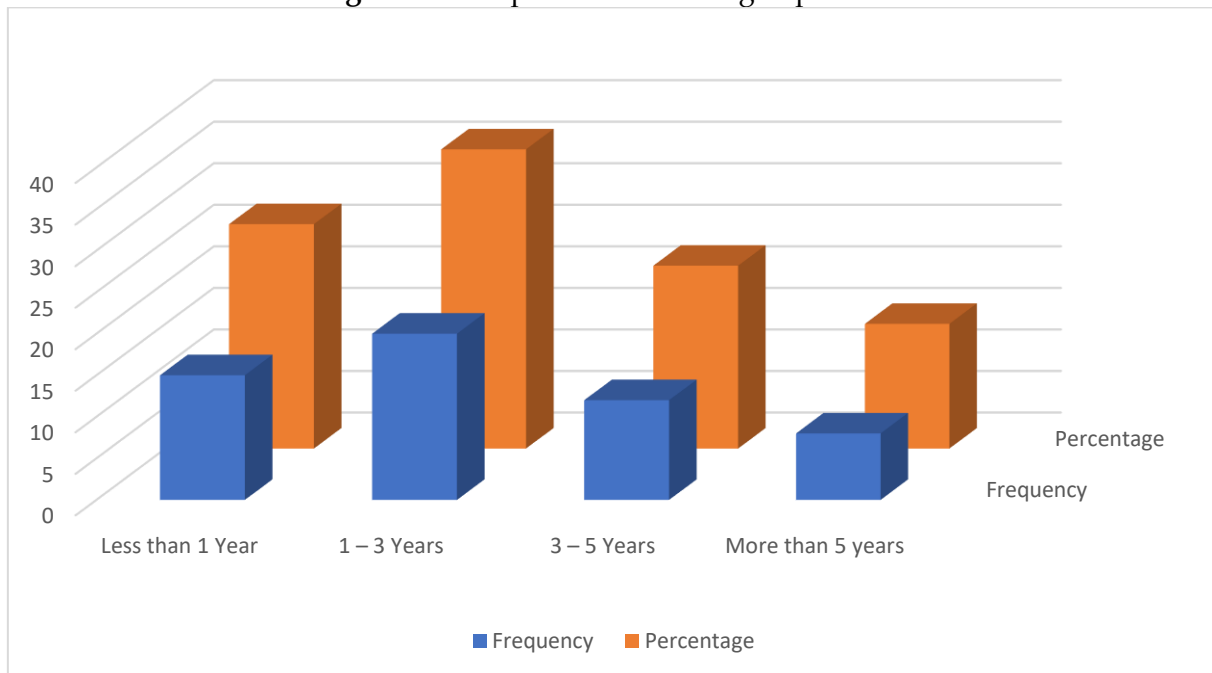
27 percent of the respondents have been working in their current position for less than one year. However, 33 percent are working between one and three years. Additionally, there was a 22 percent from three to five years, with 15 percent of more than five years of working experience. It can be seen that most of the respondents are experienced employees and have been working at the National Youth Commission for quite a long time.

Table 4.2: Respondents Working Experience

Years working at NYCOM	Frequency	Percentage (%)
Less than 1 Year	15	27
1 – 3 Years	20	36
3 – 5 Years	12	22
More than 5 years	8	15
Total	55	100

Source: Field Data, 2024.

Figure 4.1: Respondents Working Experience



Source: Data from Table 4.3

6.1.4 Motivation Levels

The research continues with questions about motivation levels. The next three questions indicate a person’s self-evaluation of their motivation level at work and what they think about its linkage to work performance. The results are shown in Table and Figures 4.4, 4.5, and 4.6.

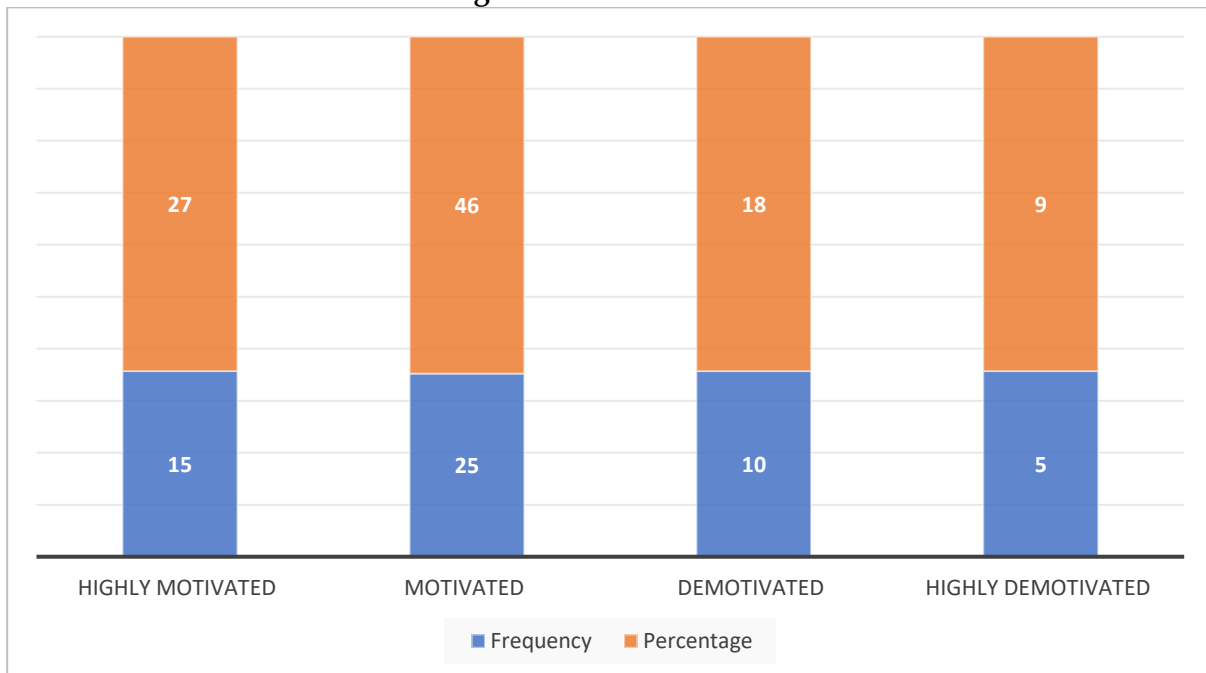
The results turned out to be surprisingly positive. Table and Figure 4.4 pointed out that 27 percent of respondents felt highly motivated at work, whilst 46 percent evaluated themselves as motivated. On the other side, there was 18 per cent of those who recorded being demotivated at work, and more notably, a small but worrying 9 percent of total respondents marked them as highly demotivated.

Table 4.4: Motivation Level

Motivation level of respondents	Frequency	Percentage (%)
Highly motivated	15	27
Motivated	25	46
Demotivated	10	18
Highly demotivated	5	9
Total	55	100

Source: Research Findings (2024).

Figure 4.2: Motivation Level



Source: Data from Table 4.4.

6.1.5 Motivation and Work Performance Linkage

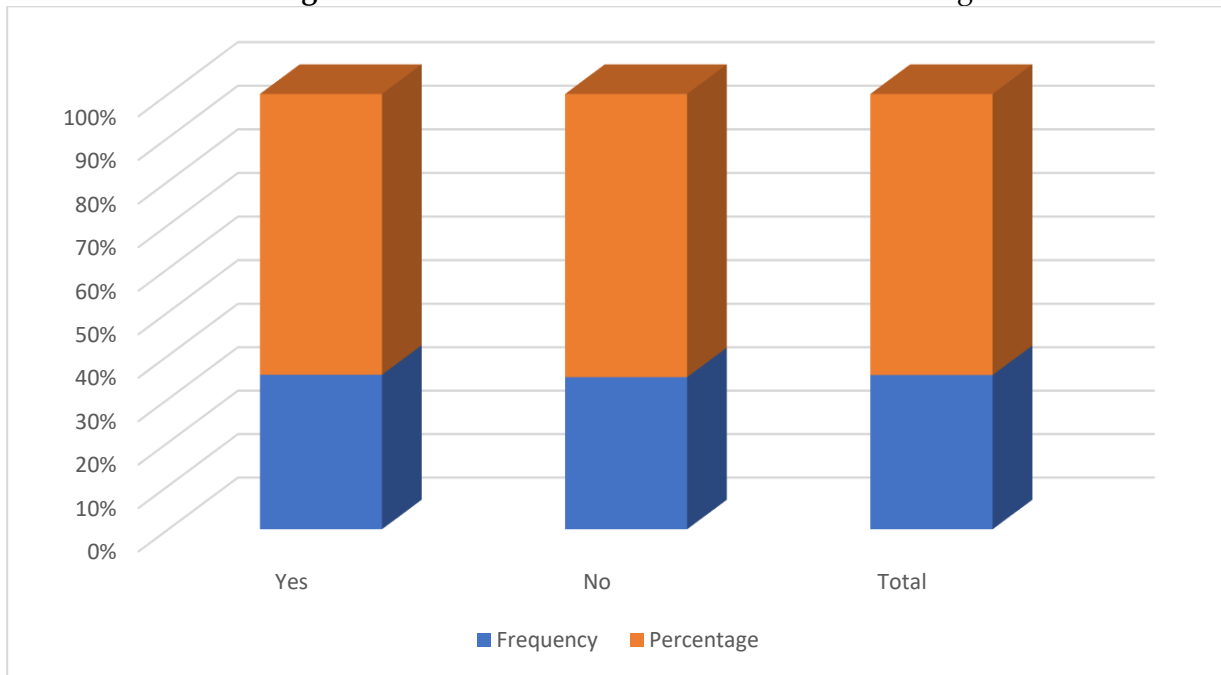
In addition, when asked if there exist any connections between one's motivation and work performance, 87 percent of the respondents confirmed the statement, whereas 13 percent disagreed (Table and Figure 4.5).

Table 4.3: Motivation and Work Performance Linkage

Motivation and work performance	Frequency	Percentage (%)
Yes	48	87
No	7	13
Total	55	100

Source: Research Findings (2024).

Figure 4.3: Motivation and Work Performance Linkage



Source: Data from Table 4.5.

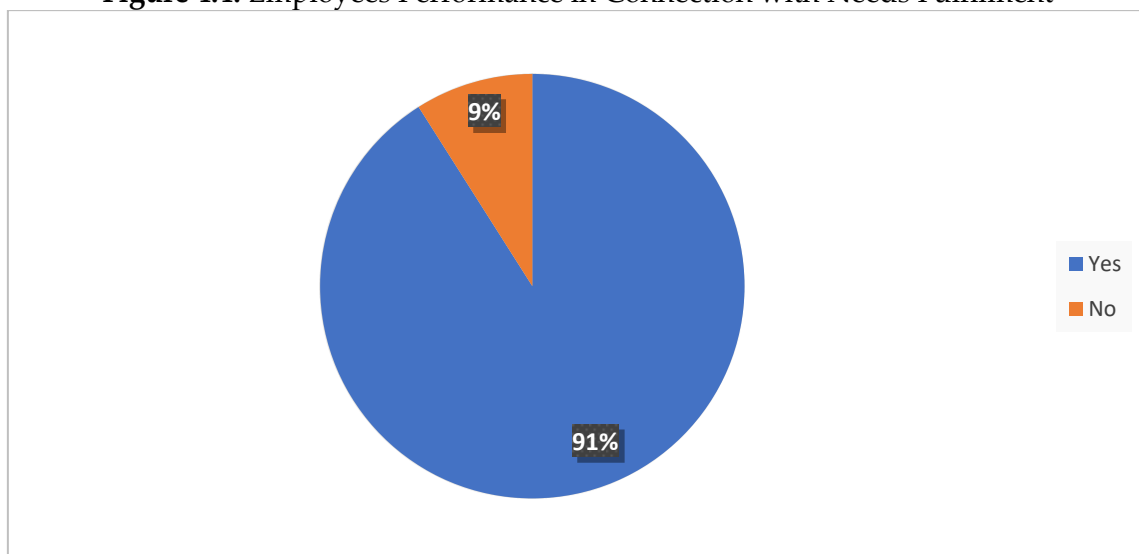
6.1.6 Employees Performance Based on Needs Fulfilment

Table 4.4: Employees Performance in Connection with Needs Fulfilment

Responses	Frequency	Percentage (%)
Yes	50	91
No	5	9
Total	55	100

Source: Research Findings (2024).

Figure 4.4: Employees Performance in Connection with Needs Fulfilment



Source: Field Data, 2024

Furthermore, as shown by the results, 91 percent of the respondents agreed that they are motivated to excel in work and bring out better work performance when the commission can fulfil their needs. However, 9 percent disagreed with the statement, according to Table and Figure 4.6.

In brief, the results acquired from the first six questions have partly shown evidence for the researcher’s point of view that a person who is motivated will produce higher work performance in comparison to those who feel demotivated.

Also, a linkage between employees’ motivation and organisational effectiveness is proven to exist and is strongly connected based on both the literature framework and practical statistics.

6.1.7 Motivation Factors

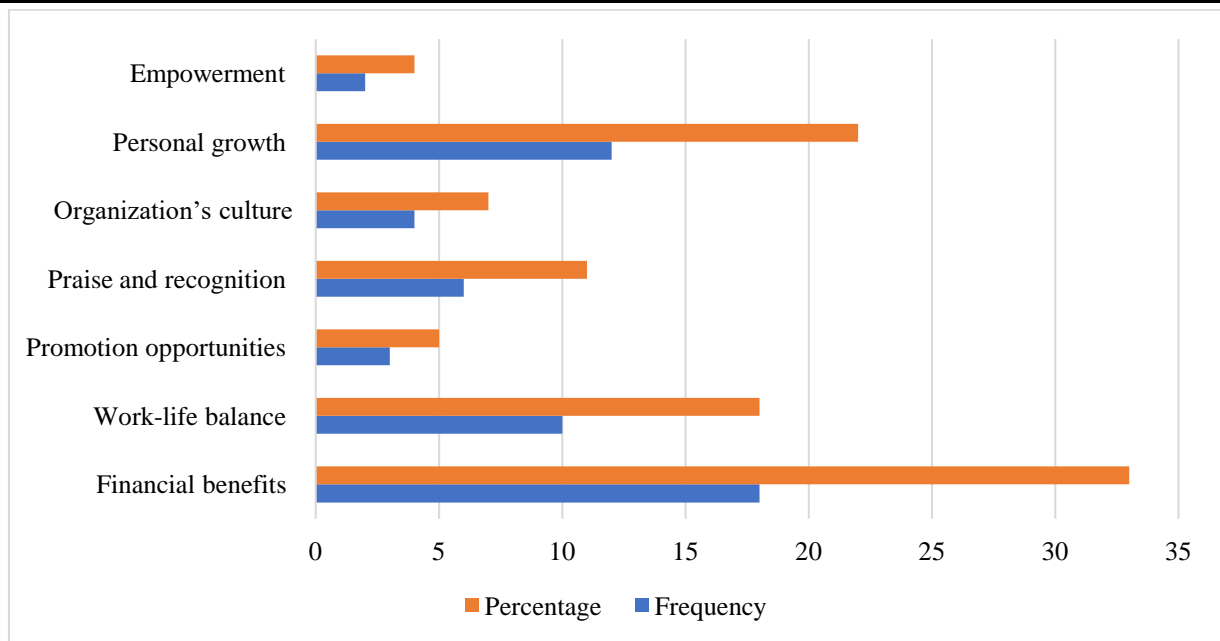
After the questions about motivation levels, the research moved to examine in detail which factors motivate the respondents the most at work. The answer options, which are financial benefits, work-life balance, promotion opportunities, praise and recognition, organisation’s cultures, personal growth, and empowerment, were created based on Herzberg’s Two-Factor Theory. The respondents were asked to choose the three most motivating factors that applied to their cases, and the results were listed in Table and Figure 4.7.

Among the seven options, financial benefits ranked first with 33 percent. Without a doubt, money is important. People work to earn money and use it as a means to secure their lives and satisfy their needs. This is accurate when compared to the theoretical models of this research, where money represents the primary need of a person that must be achieved first. Once this need is fulfilled, people have the tendency to be more driven by intrinsic motivation factors.

Table 4.5: Motivation Factors

Motivation factors	Frequency	Percentage (%)
Financial benefits	18	33
Work-life balance	10	18
Promotion opportunities	3	5
Praise and recognition	6	11
Organization’s culture	4	7
Personal growth	12	22
Empowerment	2	4
Total	55	100

Source: Field Data (2024).



Source: Data from Table 4.7.

6.1.8 Reasons for Job Retention

The next question targets defining the factors that make respondents stay in their current jobs (Table and Figure 4.8). The answer options were created based on Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, but with a focus on Herzberg's theory. The results turned out to be different from that of the previous question. Money, which was chosen as the most motivating factor for employees, is now ranked eighth and ninth. The flexibility of work and a good relationship with supervisors/co-workers were the leading reasons, with 22 percent, followed by a challenging and interesting job with 9 percent. In addition, job security, a healthy working environment, and development opportunities were also listed as one of the reasons contributing to job retention, with around more or less 7 percent. Apparently, intrinsic factors were seen to have more influence on a person's job retention decision.

To continue with the motivation factors, how the respondents feel about their work was investigated by posing a Likert scale question (Table and Figure 4.9). The respondents were asked to mark their level of agreement using the terms "strongly agree", "agree", "disagree", or "strongly disagree" for the following statements:

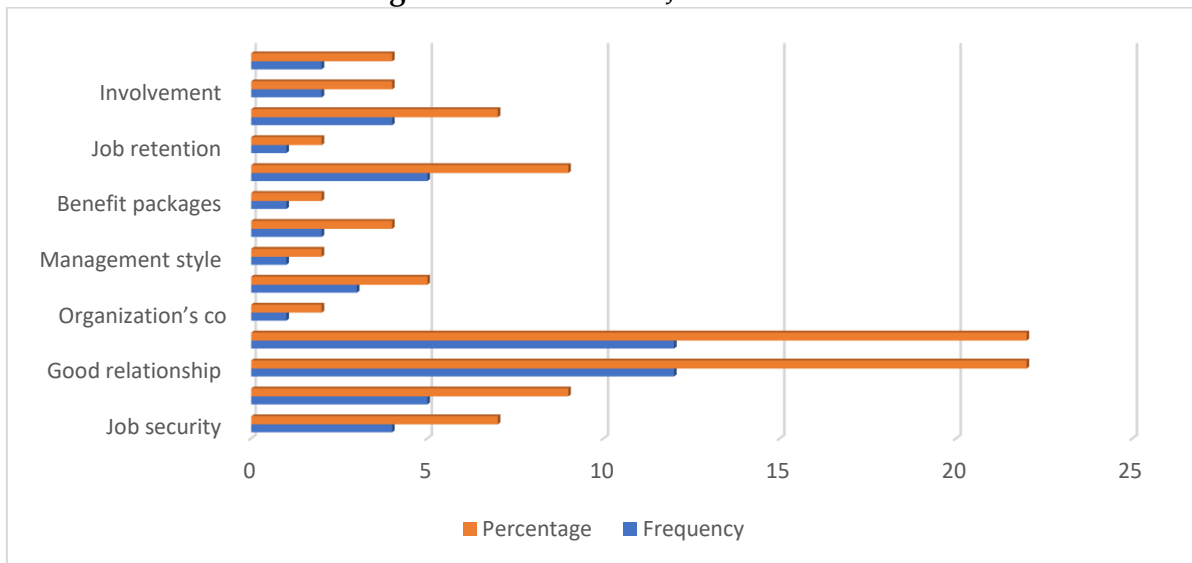
- "I am happy with my job"
- "I am inspired to meet my goals at work"
- "I am determined to give my best effort at work each day"
- "I have clear goals, priorities, and objectives in my work"
- "I am provided with adequate materials and equipment needed to do my job"

Table 4.6: Reasons for Job Retention

Reasons for job retention	Frequency	Percentage
Job security	4	7
Healthy working	5	9
Good relationship	12	22
Flexibility of work	12	22
Organization's co	1	2
Good boss	3	5
Management style	1	2
Compensation	2	4
Benefit packages	1	2
A challenging and interesting job	5	9
Job retention	1	2
Development opportunities	4	7
Involvement	2	4
Effective communication	2	4
Total	55	100

Source: Research Findings (2024).

Figure 4.5: Reasons for Job Retention



Source: Data from Table 4.8.

6.1.9 Respondents' Feelings About Work

The results appeared convincing. The vast majority of respondents indicated that they are satisfied with sufficient working facilities that enable them to perform better. The nature of the work and the work direction were thoroughly acknowledged.

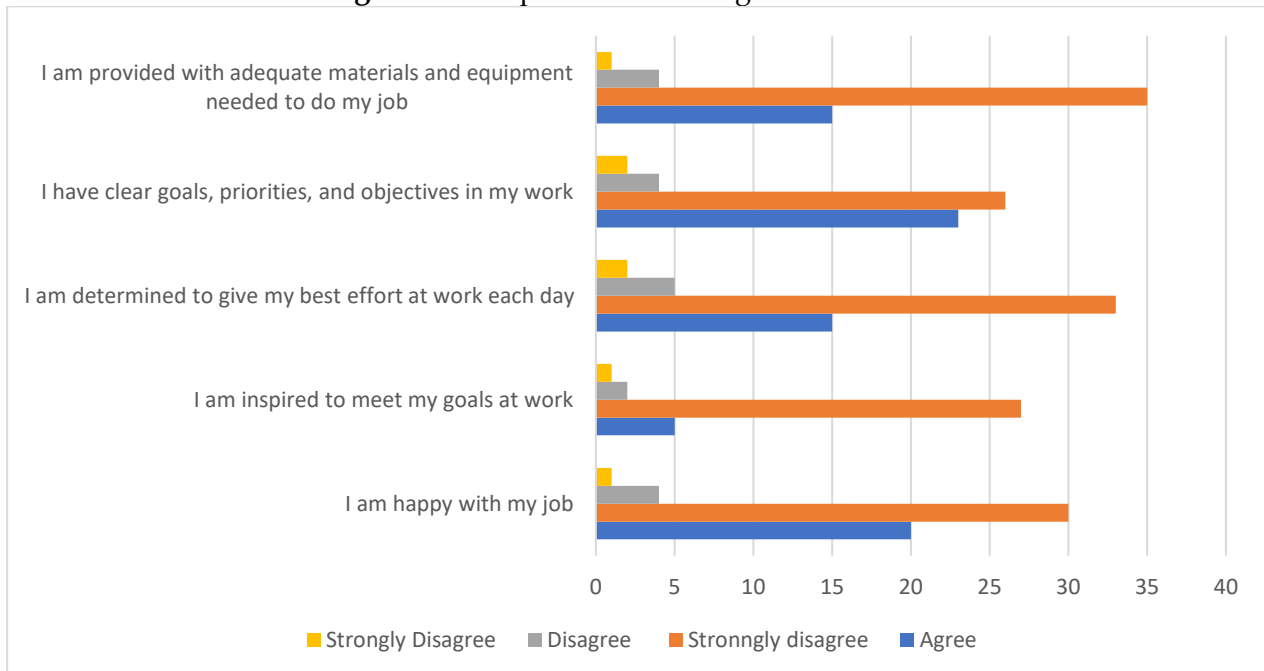
The respondents were motivated and willing to put more effort into achieving the goals at work. Most importantly, they were happy with what they were doing.

Table 4.7: Respondents’ Feelings About Work

Responses	Agree	Strongly agree	Disagree	Strongly disagree	Total
I am happy with my job	20	30	4	1	55
I am inspired to meet my goals at work	25	27	2	1	55
I am determined to give my best effort at work each day	15	33	5	2	55
I have clear goals, priorities, and objectives in my work	23	26	4	2	55
I am provided with adequate materials and equipment needed to do my job	15	35	4	1	55

Source: Field Data, 2024.

Figure 4.9: Respondents’ Feelings About Work



Source: Data from Table 4.9.

6.1.10 Job Retention

The survey ends with two questions concerning job retention. After examining all aspects of motivation, the respondents were asked if they might ever think of quitting their current job (Table and Figure 4.10). The answer options were ranged based on frequency levels, which were “always”, “sometimes”, “rarely”, and “never”.

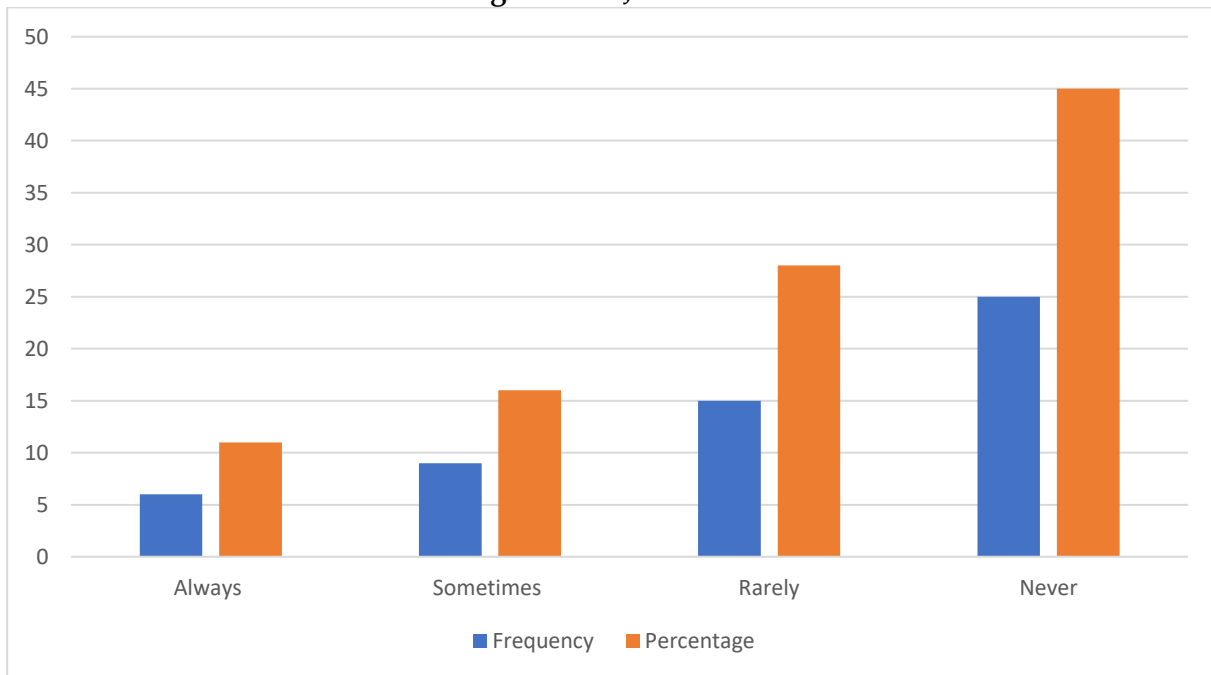
Based on the data presented in the above table and chart, 45 percent replied with the answer “never”, with 28 percent indicating “rarely”. However, there was still one-third of the total respondents marked the answer “sometimes”, and 11 percent of them said “always”.

Table 4.8: Job Retention

Responses	Frequency	Percentage (%)
Always	6	11
Sometimes	9	16
Rarely	15	28
Never	25	45
Total	55	100

Source: Research Findings 2024.

Figure 4.10: Job Retention



Source: Data from Table 4.10.

6.1.11 Job Recommendation

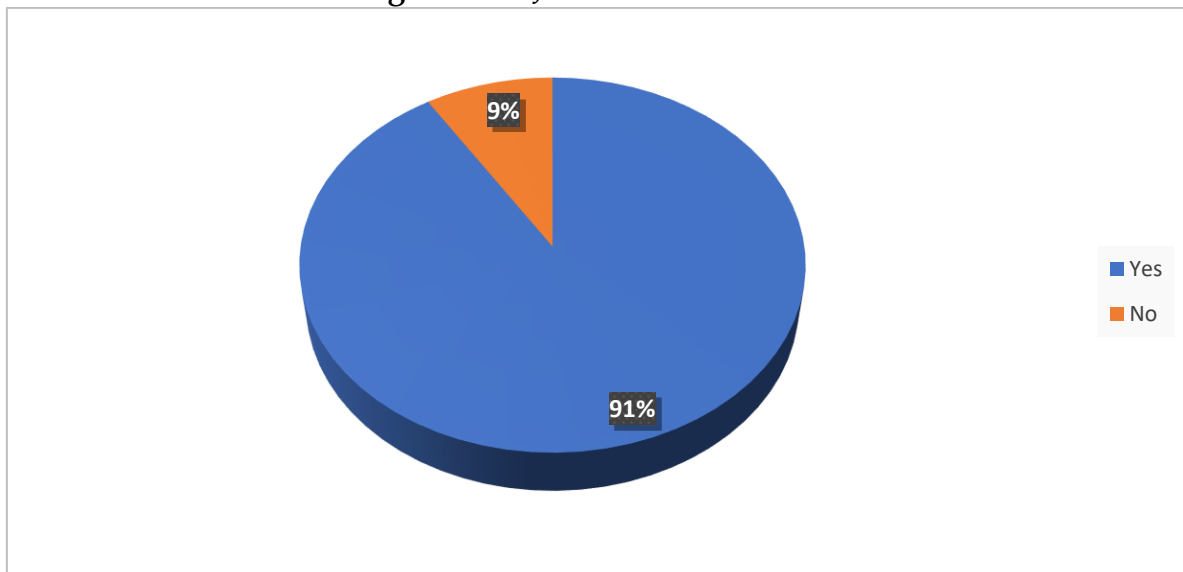
The last question concluded the survey by inquiring if respondents would suggest their organization to other people as a great place to work. 91 percent addressed the answer “yes”, while 9 percent responded “no” (Table and Figure 4.11).

Table 4.9: Job Recommendation

Responses	Frequency	Percentage (%)
Yes	50	91
No	5	9
Total	55	100

Source: Research Findings 2024.

Figure 4.10: Job Recommendation



Source: Data from Table 4.11.

6.2 Discussion of Major Findings

Among the seven options, financial benefits ranked first with 33 percent. Without doubt, money is important. People work to earn money and use it as a means to secure their lives and satisfy their needs. This is accurate when compared to the theoretical models of this research, where money represents the primary need of a person that must be achieved first. Once this need is fulfilled, people have the tendency to be more driven by intrinsic motivation factors. As reported by the respondents, personal growth stood second with 22 percent. The growth itself does not mean only the increase in salary or promotion possibilities; it is also about a person's opportunities to grow, to challenge themselves, to acquire knowledge, and to learn new things. Employees with high levels of personal growth are highly motivated, determined, enthusiastic, and ambitious. They tend to put more effort into accomplishing their work and strive to produce the best work quality. The last factor in the top three was work-life balance, with 18 percent. The respondents emphasized the need for enjoyment and fulfilment while being happy and feeling engaged at work while still enjoying life to the fullest.

However, it does not seem like the factors that motivate employees at work are the factors that make them stay in their jobs. Motivation can result in excelling performance, but it is the feeling of satisfaction and happiness that makes employees remain in their current positions.

The data analysis section presents the findings from the survey conducted with 55 respondents at the National Youth Commission Sierra Leone. The following are some of the key findings:

- The majority of respondents were male (55%), aged between 30-34 years (40%), and had been working at the organization for 1-3 years (36%).

- Most respondents reported being motivated (46%) or highly motivated (27%) at work. A significant majority (87%) agreed that motivation is linked to work performance.
- An overwhelming 91% of respondents stated that they are motivated to excel in work when their needs are fulfilled, supporting Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory.
- The top three factors that motivate respondents were financial benefits (33%), personal growth (22%), and work-life balance (18%).
- The top reasons for job retention were flexibility of work (22%), good relationships (22%), and a challenging and interesting job (9%), indicating intrinsic factors play a crucial role.
- Most respondents reported being happy with their job, inspired to meet goals, determined to give their best effort, and having clear objectives and adequate resources.
- While 45% said they would never think of quitting, a significant portion (27%) indicated they would sometimes or always consider quitting. However, 91% would recommend their organization as a great place to work.

7. Summary of Findings

The study results show that the respondents are highly motivated in their work, which is a positive sign for their overall job satisfaction and performance. The factors that motivate them the most are money, personal growth, and a work-life balance. These findings imply that providing competitive compensation packages and opportunities for professional development can significantly enhance employee motivation and job satisfaction. The respondents also value the flexibility that their work offers. This suggests that offering flexible work arrangements, such as remote work or flexible working hours, can improve work-life balance and employee well-being. This, in turn, can lead to increased productivity and job satisfaction. Moreover, the study findings indicate that a good relationship with supervisors and colleagues plays a vital role in motivating employees. Positive work relationships foster a supportive and collaborative work environment, which can enhance job satisfaction and employee engagement.

Organizations should focus on building strong interpersonal relationships within their teams to create a motivating work culture. The fact that the respondents have clear goals, priorities, and objectives at work implies that they have a sense of purpose and direction in their roles. It is essential for organizations to provide employees with clear expectations and opportunities for growth and development. This can help employees align their efforts with organizational goals and enhance their motivation to achieve those goals. Finally, the finding that the respondents have sufficient working facilities implies that organizations should invest in creating a conducive work environment. Providing employees with adequate resources, technology, and infrastructure can enhance their productivity and job satisfaction.

The study results indicate that although the respondents are generally satisfied with their current work experience, there are still areas that need improvement to further enhance their motivation. One significant factor that requires attention is empowerment. The low empowerment rate suggests that employees may feel limited in their involvement, responsibility, and decision-making abilities at work. This can lead to a sense of disengagement and hinder their motivation to contribute their best. The consequences of low empowerment may stem from various factors, such as insufficient opportunities for employee input, limited autonomy in decision-making, or a lack of trust in organizational leadership. When employees feel that their ideas and opinions are not valued or considered, it can result in a demotivating work environment. To address this issue, organizations should focus on fostering a culture of trust, transparency, and collaboration. Encouraging employee participation in decision-making processes, providing opportunities for skill development and training, and creating a supportive environment where employees feel empowered to take ownership of their work can significantly enhance motivation.

Moreover, offering greater freedom and autonomy in implementing tasks can also contribute to increased motivation. When employees have the flexibility to choose how they accomplish their work, it can boost their sense of control and job satisfaction. Providing them with the necessary resources and support to make decisions and take initiatives can foster a proactive and engaged workforce.

In conclusion, the study findings highlight the importance of monetary incentives, personal growth opportunities, work-life balance, flexible work arrangements, positive relationships, clear goals, and sufficient working facilities in motivating employees. Organizations that prioritize these factors can create a motivated and engaged workforce, leading to improved performance and job satisfaction.

More importantly, promotion opportunities, a clear and united organizational culture, job rotation, improved management style, and effective communication are key factors that can enhance employee motivation. Promoting employees within the organization provides a sense of growth and recognition, encouraging them to strive for higher positions. Defining and consistently practising a strong organizational culture helps create a shared vision and values, fostering a sense of belonging and purpose among employees. Job rotation allows employees to gain diverse experiences and skills, increasing their engagement and motivation. Effective management style, including recognition, feedback, and support, can boost employee morale and motivation. Lastly, open and transparent communication within the organization fosters trust and collaboration, leading to increased motivation and productivity.

8. Suggestions

The motivation of employees plays one of the most vital roles in an organisation's effectiveness and assertively contributes to its growth and prosperity. Therefore, it is necessary for any employer to understand what truly motivates the employees and how

to maximise the overall job performance. The theoretical framework of the study and the findings confirmed that employee motivation is affected by two main factors: intrinsic motivation and extrinsic motivation. The extrinsic motivation arises from external elements such as salary or other benefit packages. However, intrinsic motivation, which is derived from the inside of a person and seemingly related to their needs, desires, and goals, has established a fact that outweighs the influence of extrinsic motivation. Some examples of intrinsic motivation can be listed as personal growth, having a work-life balance, an interesting and challenging job, work flexibility, and a good relationship with supervisors and co-workers. It is not only a factor that motivates employees at work; it is also an important determinant for job retention.

8.1 Way Forward

Employees are indeed a major contributing component to business development and success. It suggests that employee motivation can be achieved through employee empowerment. It indicates the degree to which the employees are involved in decision-making processes, the existence of a mutual connection between the employees and the company, and the authorization over the task they are working on. High employee involvement shows a higher level of employee motivation and satisfaction. Therefore, engaging employees in meetings and discussions and letting them know that their ideas and contributions are listened to and appreciated, giving them space and opportunities to experience and be aligned with the corporate culture, delegating them a higher responsibility level for the task they are in charge of, and the freedom in making choices and decisions regarding their specific tasks are some ways to increase the motivation level.

Furthermore, having repetitive tasks every day is a reason for demotivation, boredom, and a lack of enthusiasm. Thus, it is recommended that companies implement job rotation in order to maintain employees' interest and satisfaction with their work. Sufficient training programs and feedback systems are necessary to be included not only to provide employees with adequate knowledge and skills to do the work but also to improve the working environment, techniques, and quality. Proper recognition of well-done work and opportunities to grow and become promoted are also prioritized as an effective method for motivation fulfilment. Finally, utilisation of appropriate management style and effective communication within all levels of the organization are as well the elements that contribute to higher motivation levels of employees.

To sum up, the motivation of employees can be affected by many factors. However, a combination of both physical incentives and spiritual stimulation is the most powerful way to raise the motivation level.

8.2 Research Limitation

The research is intended to investigate the impact of motivation on the performance and job satisfaction of young employees working at the Sierra Leone Youth Commission. However, due to the present economic and social conditions, the researcher limits the

study based on the above restrictions in the Ministry of Youth, Freetown, Sierra Leone, which is the mind focus on young employees.

Conflict of Interest Statement

The authors declare no conflicts of interest.

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Appendix A: Questionnaire

This research is carried out to measure the level of employee motivation influenced by different motivational factors. It should take you less than five minutes to complete, and be assured that all the answers you provide will be kept confidential and only be used for the purposes of the researcher's dissertation data collection and analysis.

Thank you for your time and contribution to this research.

Research Section

1. Sex:

a) Male

b) Female

2. Age:

a) 18-24

b) 25-29

c) 30-34

d) 35-39

e) 40-45

3. How many years have you been working in your current position:

a) Less than 1 year

b) 1 – 3 Years

c) 3 – 5 Years

d) More than 5 years

4. How motivated are you at work?

a) Highly motivated

b) Motivated

c) Demotivated

d) Highly demotivated

5. Does the level of motivation affect your performance

a) Yes

b) No

6. Do you think a person can be motivated to reach their full potential and to perform better when the organisation can fulfil their need?

a) Yes

b) No

7. What are the main factors that motivate you the most at work?

- a) Financial benefits
- b) Work life balance
- c) Promotion opportunities
- d) Praise and recognition
- e) Organization's culture
- f) Personal growth and satisfaction
- g) Empowerment

8. What are the top reasons for you to stay in your current job?

- a) Job security
- b) Healthy working environment
- c) Good relationship with supervisors/co-workers
- d) Flexibility of work
- e) Organization's culture
- f) Good boss
- g) Management style
- h) Management style
- i) Compensation
- j) Benefit packages
- k) A challenging and interesting job
- l) Job rotation
- m) Development opportunities
- n) Involvement
- o) Effective communication with the organization

9. How do you feel about your work

Please tick the level of agreement for each statement by choosing one alternative.

	Strongly agree	Agree	Disagree	Strongly disagree
I am happy with my job.				
I am inspired to meet my goals at work.				
I am determined to give my best effort at work each day.				
I have clear goals, priorities and objectives in my work.				
I am provided with adequate materials and equipment needed to do my job.				
I am provided with adequate materials and equipment needed to do my job.				

10. Have you ever thought of quitting your job?

- a) Always
- b) Sometimes
- c) Rarely
- d) Never

11. Would you recommend your organisation to others as a great place to work?

- a) Yes
- b) No

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