



The Impact of Motivational Factors on Employee Performance

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Abstract

This study aims to examine the impact of motivation on employee performance. A quantitative approach is used, with data collection methods, interviews, and a questionnaire. A Likert Scale was implemented, as a main instrument for collecting necessary data, and employees answered a distributed questionnaire. Key findings state that motivational factors have a significant positive impact on employee performance. Therefore, motivation corresponds to high employee performance. Additionally, this study describes the significance of a code of ethics in conducting a valid motivation mode. The implications of the work emphasize that there is a need to enhance employee performance through motivation, without bias or discrimination.

Keywords: Motivational factors, Employee performance, Code of ethics, Motivation model, Green HR system

1. Introduction

Motivation is an important issue for all companies, which can help employees and organizations achieve success. For many years—and for many organizations—motivation has been a key indicator of productive employee performance and has, therefore, become a concern for organizations, managers, and human resource management. What are the factors that create an effective relationship between manager and employee? Motivation, performance, and success are the components, usually thought of in terms of an equilateral triangle. Motivation, itself, is an integrated cycle, which spreads through the organization to employees; from managers to employees; and also from an organization to its managers (Dewydar, 2015).

Most companies, rightfully, prohibit harassment and discrimination regarding motivating employees. Financial motivation for employees also needs to be consistent for all workers. In addition, there are typically rules written, as a code of ethics, in organizations, so that both managers and staff may profit from guiding principles. Top management, ultimately, wants to enhance profits, but to do so must find ways to improve employee performance. Likewise, employees are interested in getting financial rewards, in order to do their best. Both depend on reaching goals by sustaining a good work atmosphere, where everyone's needs can be met. According to (Ahmed et al., 2021), however, today, especially, there is even more to consider: the performance of an organization includes its effect on the environment.

Employees and organizations, therefore, must calculate green deeds, as they rethink motivation during times of crisis. Organizations, not only comply with the law, they also must look at ways to enhance workplace health and safety. For that (Dewydar, 2014), organizations should establish procedures to decrease individual conflicts between employees. Necessarily, urgent action must be implemented regarding COVID 19, without exception. Such green protocols are required to even begin a conversation regarding motivation—but managers also must be alert to employees gratuities and gifts. With no code of ethics for an organization—applied to both employees and managers—corruption, based on bias, can afflict various interests. A fair compensation system, for all employees, provides justice in the motivation process and is an essential step in any company.

Influencing employee performance, with motivating factors, is a thought-provoking concept that can lead an organization to success. Equal motivational opportunities give a sense of workplace justice, as well, without discrimination or bias. Dewydar, 2015) has discussed the optimum relationship between managers and employees. Each party has needs, both internal and external, and both integrate factors from each other. For example, nowadays, new generations of employees have knowledge of modern technology, which managers may never have learned. On the other hand, seasoned managers have experiences and understand management strategies that employees probably know nothing about. Both of them can create a better future together, which is logical and rational, based on a career life within the life cycle of employees—but they may feel at odds with each other.

Our study differs from previous investigations, for example, (Wuryani et al., 2021), which uses a decision support system regarding situational leadership, because it examines the impact of motivation on employee

performance. (Carvalho et al., 2020) examine motivation pertaining to job satisfaction and employee performance, while here the connection between motivation and codes of ethics is investigated.

The major contribution of our study is an examination of employees, through a motivational model that incorporates a code of ethics. The study highlights an appropriate motivation system for use during an economic or health crisis, such as COVID 19 or emergency condition. It is important to understand how to motivate employees during such times, for economic factors will necessarily remain issues, even during downturns and pandemics. Thus, this study shows the impact of motivation on the employee performance in critical circumstances. Highlighted in the performance appraisal, is the fact that employees should, of course, have a voice in an evaluation process.

2. Literature Review

No matter the challenges, employees will attempt to do their best, using available resources in optimum ways, to the degree that they can. A person using all his or her energy and focus to complete work is the very definition of a motivated individual (Wuryani et al., 2021). Hence, there is a positive relationship between resources and outcomes. The best outcomes, or positive results, emerge from good strategic plans; on the other hand, a waste of resources will only achieve negative outcomes. This relationship maintains, sustains, and manages the life cycle of organizations (Dewydar, 2017). Motivation is broadly defined here as the conceptuality of work motivation, motivation to work, and motivation to work beyond retirement limits (Pak et al., 2019).

A career, without undue stress, is good for every employee. Great leaders achieve the goals of organizations in such a way, because success is impossible with dissatisfied employees. Green procedures are also required and needed for the current crisis. According to (Ahmed et al., 2021), there is a need to explore the factors that influence employee environmental performance by incorporating green motivation and proactive environmental management maturity as mediators. The findings reveal that green HR practices, positively and significantly, relate to green intrinsic and extrinsic motivation, with proactive environmental management maturity. The paper explains the role of green HR practices informing green motivation among employees in the hotel industry.

(Wuryani et al., 2021) show performance indicators that are not well-paid, so the value generated from this study displays negative results. A study by (Tasya&Gilang, 2020) examines motivation and the importance of performance. (Carvalho et al., 2020), evaluate the effect of motivation regarding two variables: job satisfaction and employee performance. In addition, the findings in the study show that job satisfaction has a significant positive effect on employee performance.

Motivation is vital for employee performance. For instance, (TILAHUN, 2020) shows motivational factors have a significant positive relationship with employee performance. (Mkwizu, 2020) assesses the role of motivation on employee performance and finds that motivation does influence the performance of employees. (Nguyen et al., 2020) believes that further research is needed in the area of motivation, in a study that includes only theoretical research. These studies, it should be noted, do not examine are required code of ethics, green HR system, or reward system for all employees. (Ahmed et al., 2021) does discuss the role of green HR practices in forming green motivation among employees. In our study, a perfect and integrated motivation process comes with code of ethics first—and without bias or administrative harassment.

A code of ethics has the potential to create a “green” atmosphere and build a green HR system, which leads to green motivation and green deeds—all important for building a motivational system. Importantly, there is a motivation system related or linked with the performance appraisals gathered here, where motivation is based on invested company governance and bonuses for achievement. Integrated motivational systems must always be used with clear rules for compensation, which are not hidden from or closed to employees. There is a big difference between those who see themselves as actualizing workplace success and those who feel discriminated against.

3. Research Methodology

Questionnaires were administered personally to the employees sampled in this study. The researcher explained to the respondents that the questionnaires were strictly for research purposes only. They were also assured that the information would be treated confidentially. A total of 30 copies of questionnaires were administered. Copies of questionnaire that were properly completed were used for the data analysis.

Method of Data Analysis

The SPSS (Statistical Package for Social Scientists) was used, in the preparation of this material, as a data management and statistical analysis tool, which has a very versatile data processing capability. The questionnaire data is stored in a spreadsheet-like table, similar to that of Microsoft Excel. It also generates routine descriptive statistical data for question responses, such as the frequency of counts of closed questions, distribution of multiple-choice question responses, and so on. The program creates graphical presentations of questionnaire data for reporting, presentations, or publication, which also explores relationships between responses to different questions and the collation of open question responses.

Background Information

Before analyzing data, background information on employees was helpful in understanding the range of areas covered in this research.

4. Data Analysis

Reliability and Validity

After designing the questionnaires and interview questions, a pilot test was carried out, by the researcher, in order to see if the questionnaire was appropriate to measure consistency in all occasions. The researcher believes the instrument to be valid.

Reliability is the extent to which a test or procedure in data collection yields similar results under constant conditions, on all occasions. The researcher checked the reliability of the instruments used in this study by pre-testing the questionnaires and interviews in the field. The researcher then gave questionnaire guides to the same groups of respondents and the results were confirmed. The researcher concluded that the questionnaires were reliable.

The study uses a mixed type of research design to ascertain the impact of motivational factors on employee performance. Cronbach’s alpha is a coefficient of reliability. It is commonly used as a measure of the internal consistency or reliability of a psychometric test score for a sample of examinees. Hence, according to Lombard (2010), coefficients of .90 or greater are nearly always acceptable; .80 or greater is acceptable in most situations; and .70 may be appropriate in some exploratory studies, for some indices.

Cronbach's Alpha	N of Items
.840	24

Table No. 1. Reliability Statistics

The table indicates the test has a reliability of 0.840, meaning that the questioner and the respondents’ responses were reliable and properly validated.

Gender of respondents

Respondents were asked to state their gender, and the following data was obtained: Table 2 and figure 1 represent the gender of respondents. It can be noted that 56.67% were female (17 respondents) and 43.33% were male (13 respondents); the majority of the sample is female.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	17	56.7	56.7	56.7
	Male	13	43.3	43.3	100
	Total	30	100	100	

Table No. 2. The gender of respondents

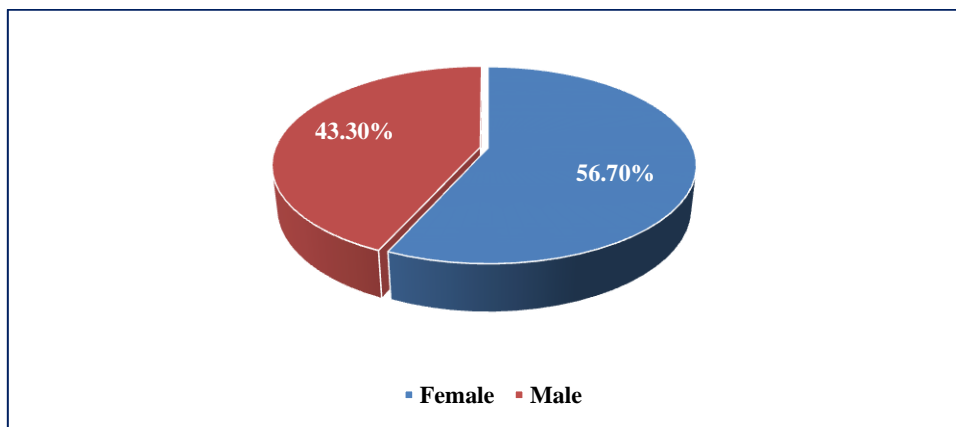


Figure No. 1. The gender of respondents

Age

Table 3 and figure 2 represent the age brackets of respondents. It can be noted that 40% of the respondents are within the age group of 20-30 years (12 respondents), followed by those aged 31-40 years, at 36.70% (11 respondents), and those 41-50 years totaled 23.30% (7 respondents).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	12	40.0	40.0	40.0
	31-40	11	36.7	36.7	76.7
	41-50	7	23.3	23.3	100.0
	Total	30	100.0	100.0	

Table No. 3. The age of respondents

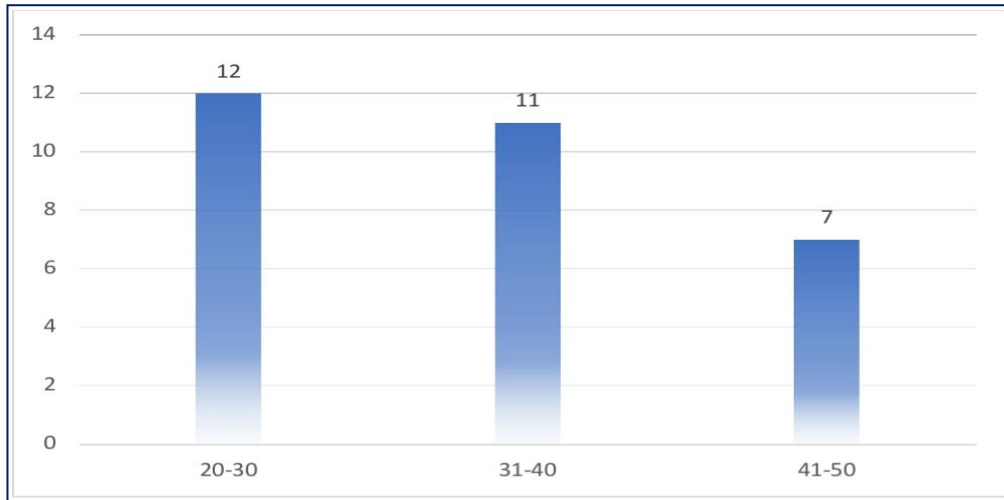


Figure No. 2. The age of respondents

Qualification

Respondents were asked to indicate their educational levels and the following data was obtained. Below, there is a table 4 and Figure 3 revealed that 36.70% possessed a bachelor’s degree (11 respondents), 60% were postgraduate (18 respondents), while 3.30% had other degree (1 respondent).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor	11	36.7	36.7	36.7
	Postgraduate	18	60.0	60.0	96.7
	Other	1	3.3	3.3	100.0
	Total	30	100.0	100.0	

Table No. 4. The educational levels of respondents

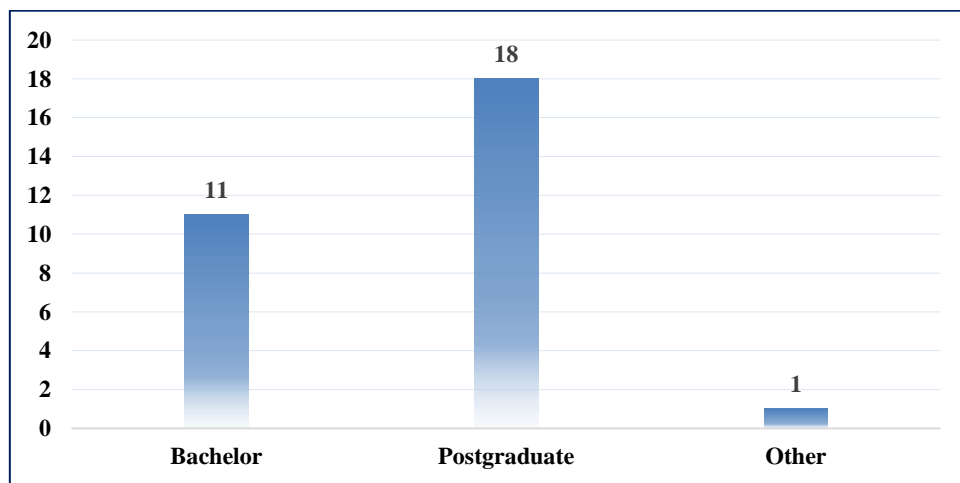


Figure No. 3. The educational levels of respondents

Years of work experiences

The research revealed that 33.30% had experiences between 1-5 years, 16.60% had experiences between 6-10 years and 50% between experiences more than 10 years as indicated by the table 5 and figure 4 below.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5	10	33.3	33.3	33.3
	6-10	5	16.7	16.7	50.0
	more than 10	15	50.0	50.0	100.0
	Total	30	100.0	100.0	

Table No. 5. The experiences of respondents

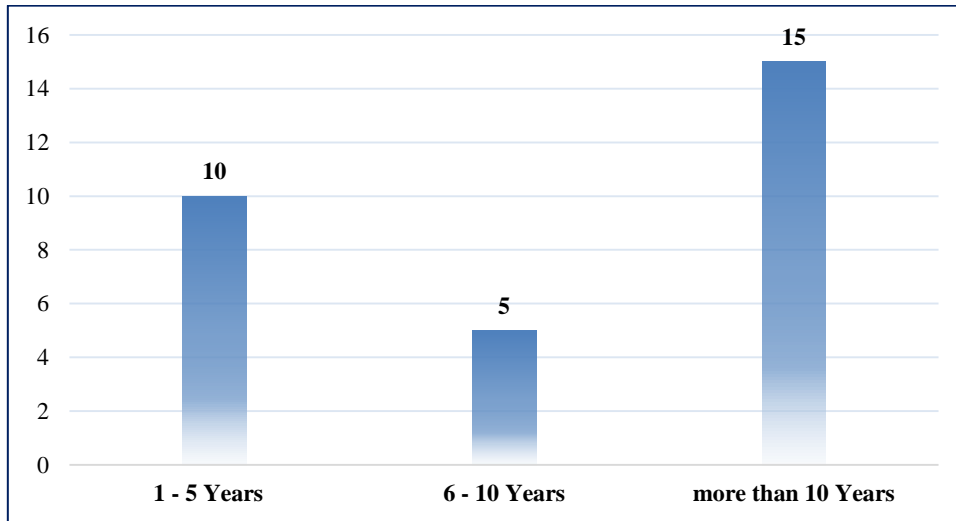


Figure No. 4. The experiences of respondents

5. The hypothesis

1. **H1: There is no impact of motivational factors on the employees' performance.**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.460 ^a	.212	.184	.69774

Table No. 6. Regression Analysis

a. Predictors: (Constant), The Motivation

The significance level is p=0.011 which is less than 0.05 showing that null hypothesis is rejected and alternative hypothesis is accepted, that shows there is an impact of motivational factors on the employees' performance.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.082	.965		-.085	.933
	Q1	.697	.254	.460	2.742	.011

a. Dependent Variable: Employees performance

The R² is 0.212 which shows there is 21% variance between the two variables indicating that the model is very weak. Beta shows that Productivity = -0.082 + 0.697 motivation. This equation shows that 0.697 percent increase in motivation will also increase employees' performance by 1. It also tells that when motivation was zero the employees' performance will by decreases by -0.082.

2. H2: There is no impact of motivational factors on the work life balance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.188a	.035	.001	.63158

Table No. 7. Regression Analysis

a. Predictors: (Constant), The Motivation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.371	0.874		5.002	0
	Q1	-0.233	0.23	-0.188	-1.013	0.32

a. Dependent Variable: work life balance

The significance level is $p=0.320$ which is greater than 0.05 showing that null hypothesis is accepted, that shows there no impact of employee motivation on the work life balance.

H3: There is no difference on employee motivation regards to employees' gender.

Gender	N	Mean	Std. Deviation	t	df	Sig.
Male	13	2.55	0.93	.039	28	.969
Female	17	2.54	0.65			

Table No. 8. Independent Samples T Test of employee motivation Difference Based on gender

Table (8) shows that the average response for males was compared to the average response for females. The level of significance was set at .05. The results of the two-sample T test indicated no statistically significant difference between the two values, $T = .039$, $df = 28$, $Sig. = .969$. The sample mean for males ($M = 2.55$, $SD = 0.93$) was not statistically different from the sample mean for females ($M = 2.54$, $SD = 0.65$). So, we can accept the null hypothesis; there is no difference on employee motivation in regard to employee gender.

The following authors are in agreement with the viewpoints expressed in this study: The key findings are in line with (Chien et al., 2020), (Pancasila, 2020), and (Nguyen et al., 2020). The organization needs to enhance employee performance through this system. Hence, employees need to participate and communicate with their managers. Ultimately, a critical review of the literature and the quantitative analysis of the questionnaire data points to the fact that motivation plays an important role in enhancing employee performance. The result of the study indicates that motivational factors have a positive and significant impact on employee performance.



Figure No.5. The components of the code of ethic

A code of ethics, which does not include prohibiting administrative harassment, discrimination, administrative corruption, and barring bad practices, leads to bad workplaces with inappropriate atmospheres. The significance of a code of ethics is directive to a green HR system, no stress, fairness, justice, and a respectful system for all. A code of ethics prevents all of the organizational diseases. (Dewydar, 2012) believes an institutional system is based on a code of ethics. Without one, no green motivation or green HR system can prevail. Organizations should allow their employees to report against administrative harassment, inappropriate workplace behaviors, and the lack of strong HR

practices. Motivation models include fair compensation systems, equal motivational opportunities, and safety workplace and health measures, while disallowing received gifts with gratuities. Protecting work environments from conflicts, between different administration levels, leads to conduct motivation systems, based on codes of ethics. (Hauff et al., 2021), illustrate the application of method, by analyzing data on the relationship between ability-, motivation-, and opportunity-enhancing HR practices (i.e., high-performance work practices) and employee performance.



Figure No. 6. The outcomes of Code of ethic

Generally, there are problems associated with the impact of motivational factors on employee performance. Upcoming studies must examine how to motivate all employees in equity, without discrimination. They should suggest building a code of ethics that protects the rights of employees. A third problem is how to enhance employee performance with proper motivation, based on justice and a real performance appraisal.

If the organization has no code of ethics, an inappropriate atmosphere is poisoned and feeds administrative terrorism and producing all the other organizational diseases. A proper motivational model comes from a usable code of ethics.

6. Conclusion and Recommendations

Companies should consider the impact of motivating on the employee performance. Both employees and organizations are responsible in sustaining a code of ethics, which can lead to a green atmosphere and facilitate employee performance.

This study has presented positive and negative outcomes of employee performance, which can be improved through motivation and a proper code of ethics. Appropriate HR practices allow motivational systems for all, without bias, discrimination, or administrative harassment.

The study would like to acknowledge limitations. The study establishes a new questionnaire so, it requires a huge effort to test, distribute, and collect responses. Nevertheless, the limitations do not reduce the value and the significance of this study.

According to the results of the questionnaires, observations, and interviews, the following recommendations would benefit organizations, as they help describe a valuable motivational model that can establish institutional success and high performance.

1. Organization should build a real code of ethics and allow its reevaluation from time to time.
2. Organization must restructure compensation systems, and transfer to a green HR system, where green procedures can produce an optimum motivation model, valid for all organizational levels.
3. Organization must provide an accountability system to review and control bias, discrimination, and administrative harassment, including terrorism from any manager against any employee.
4. Organization should apply an appropriate performance appraisal with two directions, which means giving employees the right to review and criticize any lack in the work environment.

Four recommendations may be useful for employees to help them achieve their goals with high performance.

1. Employees must use their voices; remaining silent is unhelpful against bias in a motivation process. They should ask, "Where is my motivation?" and continue to build community against bad behavior from pressure groups.
2. Establish an awareness campaign to share the code of ethics and explain what motivational tools are needed and should be implemented. All employees must be allowed to work with and on the organization, without fear of bias, administrative chaos, and administrative terrorism.
3. Employees should protect rights in a safe and healthy workplace, even during a crisis, such as COVID 19. In addition, learn how to fight for safety and determine to succeed without fear.
4. Employees should deal with the organization as owners, not as mere employees. A sense of ownership will help protect and revitalize any organization.

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Works Citation

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