

Are Motivated Employees Happy Employees?: A Review of Indicative Literature

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Abstract

Motivation is the foundation of almost all components of organisational productivity. Keeping employees motivated, according to not only literature but also observation, does influence their performance. Studies are conducted year in and year out to cement the theories of motivation all over the world for different fields of knowledge, from Human Resources (HR) to Business Management, among many others. The government of Botswana has been worried about the low level of employee motivation in the public sector. The public and their customers express their lack of satisfaction towards service in all parts of the country, making it a national crisis. The likes of Air Botswana experienced similar issues until privatisation. Botswana Railways is one organisation that has considered a privatisation scheme to improve productivity. A study with relation to Botswana Railways employee motivation is reviewed as part of this paper. This paper looks at the existing literature on employee motivation in relation to Botswana. First, there will be a global perspective on employee motivation and its importance to organisations. Then a study of three existing research papers that looked at employee motivations in Botswana's organisations will follow. This paper reveals that most employees in Botswana are not satisfied or even the slightest bit happy with their working conditions. Based on Herzberg's two-factor theory, we can say that both motivators and hygiene factors are lacking. As a result, public employees are less motivated, and the general public frequently complains about the level of services provided with their tax pulas.

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1. Introduction

In today's business environment, competition is very high and requires stakeholders to be efficient and creative with available resources in order to meet the high standards of the products and services needed by consumers. To top off the challenge, most of these needs that the modern day organisation requires are dependent on the employees' creativity. Then comes the rub: are employees motivated enough to be creative and come up with ways to be efficient? If employee morale was low, they would not feel like they belonged to the company. Employees will identify with the company's goals if they feel like they belong and are being heard [1].

The managers of today are faced with the difficult job of learning how to properly and adequately motivate and keep their employees motivated. At the top of everyone considered average by society's head, when asked to motivate others, they would first go with what motivates them as an individual. This is the birth of catastrophe. Every employee is different and has different needs. The method used to motivate employees can not be a one-size-fits-all. Each and every employee must be offered what they value, hence the need for these studies of employee motivation decade in and decade out.

Motivation is directly linked to individual performance that enhances organisational performance because it is also seen as a catalyst for all individual employees working for an organisation to enhance their working performance or to successfully complete tasks in a much better way than they typically would. According to Taylor's basic theory of motivation, pay incentivises workers [2]. His theory emphasises that the best way to motivate people is to assign them particular tasks, provide them with the best tools, and compensate them according to their production. He considered employees to be parts of a larger workforce rather than as distinct people.

In his Belgian research, reference [3] redefined public service motivation (PSM) after failing to reproduce earlier definitions. In a broader sense, according to Vandenaabeele, it is "the beliefs, values, and attitudes that go beyond one's own interests and those of one's organisation, that are concerned with the interests of a bigger political body, and that inspire people to act accordingly when circumstances call for it" [3]. However, this emphasis on the larger political institutions and acting appropriately ignores the possibility that many people lack political motivation and may behave impulsively. This definition of PSM makes the assumption that people are rational, which some experts contend is false [4]. This definition is considered the most relevant to Botswana's public employee motivation based on the political conditions. The country has been monopolised by one democratic political party since independence.

Organisations must understand the relationship that exists between rewards and motivation in order to properly identify the factors that motivate their staff to perform more and be happier. The biggest problem is setting up an environment where every employee can grow a sense of value that will inspire them to give their all and work toward achieving corporate goals [5]. Botswana has not been an exception to this growing need to understand employees. Even though compared to our neighbouring countries, we are still growing in our all-round research, the study for employee motivating factors does exist here and there. The author of this paper has reviewed the accessible Botswana literature on these factors and put this paper together.

2. Literature review

2.1. Employee motivation

An employee's motivations, which are based on what they see as essential in their lives, determine what they do. The employee's performance at any given task is based on their motivational state [6], and a manager who wants to boost employee productivity in an organisation must take note of this. Authors in [7], state that if a manager in an organisation wants to raise the production of the organisation, he or she needs to pay careful attention to the level of employee motivation, support this viewpoint. The same management should prod and sway employees to act in a way that results in the successful accomplishment of the organisation's goals. It is necessary for this to happen to understand people's motivations, what they expect from their employer in terms of rewards, and the degree to which these requirements and expectations influence employees' efforts to exert effort in their work.

The establishment of rewards and conditions at work that encourage individuals to achieve to the best of their ability is referred to as motivation [6]. In order to obtain the best results for both individuals and the organisation as a whole, motivation's goal is to get people involved with the task they are performing [6]. The fundamental idea of motivation can be defined as a force that propels people to work toward a goal in order to satisfy a need or expectation. Figure 1 serves as an illustration of this motivational explanation.

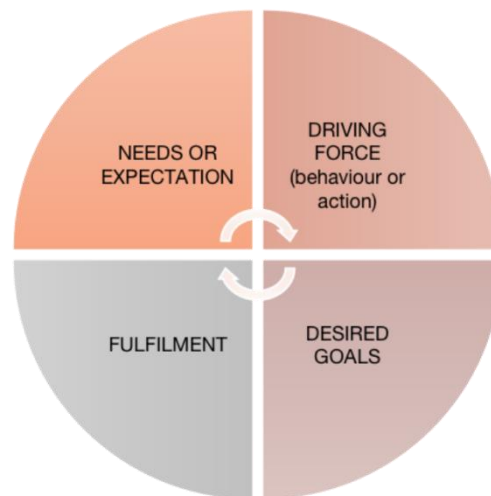


Figure 1: A simplified illustration of the basic motivation model.

2.2. Intrinsic versus extrinsic motivation

According to author in [8], extrinsic and intrinsic motivations fall into two groups. Extrinsic motivation is linked to "concrete" rewards, including pay and perks, safety, advancement, service agreements, the workplace, and working conditions. These observable benefits are frequently decided upon at the organisational level and are essentially beyond the control of specific managers [8]. The capacity to apply one's skills, a sense of challenge and accomplishment, earning gratitude and positive recognition, and receiving kind and thoughtful

treatment are all examples of "psychological" benefits that are related to intrinsic motivation. The psychological benefits are those that are typically controllable by the activities and conduct of specific managers [8].

Because they believe that motivation is either extrinsic or intrinsic, managers frequently concentrate on just one of these factors while disregarding the other. According to referene [8], most managers and even workers exhibit a bias in favour of extrinsic rewards in the workplace. Reference [9] contends that managers must keep in mind that employees are often motivated by a variety of variables, not just one kind of extrinsic or intrinsic incentive. Therefore, it is imperative that managers make the effort to blend the two reward approaches in order to develop an efficient motivation strategy or program for their workforce.

Extrinsic incentives are no longer effective, as most recent research has shown [10]. Instead, more modern types of compensation should be found and used. Reference [10] further assumes that there is a legitimate reason to place less emphasis on extrinsic rewards and place more emphasis on intrinsic ones, which can result in higher-quality performance and raise employee job satisfaction and motivation inside the organisation.

This claim is supported by authors in [11, 12], who maintain that the desire to accomplish a task and, in the process, achieve personal growth on an individual level are inherent elements that genuinely improve work satisfaction and employee performance. According to the writers, giving employees basic acknowledgement might frequently be enough to inspire them. According to [13], extrinsic rewards do little to improve organisational value and performance and do not foster a sense of loyalty or commitment to duty.

2.3. Motivation and performace

Since it has been realised that human capital represents the primary tool of competitive capacities and advantages in the global marketplace, people, their needs, motivation, and satisfaction are increasingly at the focus of attention in managing human resources. Numerous motivation theories have been developed as a consequence of extensive research and analysis into the needs of an individual and the things that are thought to motivate them. The complexity of an individual prevents them from recognising one motivational theory as universal, which means that it postulates a certain way in which people are motivated. A man's complicated psychological makeup necessitates the use of numerous tools to increase motivation. Understanding the complexity of people as well as their environment is essential.

Some authors have said there are three primary components to motivation named the motivational formula. These are said to be the desire, the effort, and the ability. According to [14], ability is the capability of an individual to take action. For instance, a person can have the ability to sell what the company offers or not have it, which means even with the other parts of the formula, their performance will be low. Additionally, competence and skill are also considered parts of the ability to accomplish a specific task. But talent on its own is insufficient. The desire to complete the task is part of the formula. Energy comes from effort and the amount of time a person invests in achieving a goal. A desire is the urge, inclination, or yearning for a specific goal. It depends on someone's will to achieve the objectives. When workers are engaged, a business succeeds. The capacity, zeal, and will to complete the assignment are essential for efficient performance in an organisation.

Author in [15] established the motivating factors in their ranked order as: interesting work; good wages; full appreciation of work done; job security; good working conditions; promotions and growth in the organisation, feeling of being on things; personal loyalty to employees; tactful discipline; and sympathetic help with personal problems [15].

2.4. Why employees should be motivated

According to [16], there is a direct connection between motivation and the internal controls of a company. He also viewed motivational abilities as one of the most crucial business leadership abilities. Inspiration is a key ingredient in a managerial recipe. According to [17], "If self-motivation is one quality that almost all successful leaders possess, as well as the capacity to inspire others." From the existing literature read by the author, the following are considered the most important "why's" of employee motivation.

- **Reduced Employee Turnover**

When employees are motivated, they tend to be satisfied with their job. Long acknowledged this as a key factor in determining turnover intentions, job satisfaction. The high rate of staff turnover in firms is a result of managers' incapacity to pinpoint motivating factors.

Studies show a considerable inverse association between turnover and satisfaction. That is, the intention to leave the job decreases as total job satisfaction increases. Similar to this, reference [9] argues that if an employee's job satisfaction is persistently low, they are more likely to leave their position. Existing staff must be replaced, which is expensive for businesses and detrimental to service delivery. Therefore, it is essential for management to minimise staff turnover, especially among those who are essential to the company's operations [16].

- **Retention of skill**

Employee retention refers to the processes used to encourage employees to stay with the company for a longer period of time, typically until they retire or the project is finished. Retaining great individuals is crucial for accomplishing both personal and corporate goals. Good employees may create or ruin an organisation's reputation, so the HR manager needs to know how to find and keep them [18]. There isn't just one method that works for keeping employees. Age, family status, mentoring, career and development opportunities, good perks, and networking are just a few of the variables that can influence an employee's decision to stay with the company.

Given the knowledge that highly trained employees' long-term loyalty to an organisation is no longer the norm given the high mobility rate of skilled people, senior management should approach retention tactics as a part of its strategic role. And keeping employees motivated is a good start to retention. Employees with talent and character are an organisation's assets. Talent retention is crucial for the long-term survival and growth of a company [18], but today's firms are having a lot of trouble keeping their best employees. The cost of hiring a new employee varies and is made up of a range of costs, including advertising, the pay of recruiters, and compensation for candidates' travel expenses. The business also pays the numerous start-up costs associated

with hiring a replacement, such as office supplies and training [18]. Therefore, it is important to keep these talented individuals on board because of both the required output they provide to the company and the costs employers invest in hiring them.

- **Increased Productivity and Job Satisfaction**

Reduced employee turnover can be facilitated by increased job satisfaction so that employee motivation lays the groundwork for and ignites the process of occupational happiness. In a meta-analysis that evaluated motivation's capacity to influence job satisfaction, [19] found overwhelming evidence at the aggregate level that motivation does positively influence job satisfaction among the dimensions of commitment to the public good and self-sacrifice in a meta-analysis that evaluated motivation's capacity to influence job satisfaction. Although, when employment classifications are taken into account, motivation's capacity to influence satisfaction behaves differently. Author in [2] discovered that full-time workers had greater job satisfaction levels than part-time workers, which may be a crucial factor when looking at volunteers who are frequently part-time.

Comparing oneself to others in comparable professional roles and companies can also affect an employee's level of contentment or dissatisfaction. It is no secret that workers frequently make improper comparisons between their input/output ratio and that of peers in equivalent roles within the same firms. When making such comparisons, employees typically tend to exaggerate their contributions. In order to minimise misunderstandings and inaccurate comparisons, managers must adequately and efficiently communicate work performance rating methodologies to employees.

3. Methodology

As stated in the abstract, this study reviews a sizeable body of literature, primarily from a number of publications, to investigate the various topics related to employee motivation in Botswana. Existing case studies were used as the division method by the author. After all of the case studies were finished, the author conducted a literature search using their main emphasis as a query. As incentives were the primary emphasis of case study number two, the author used that key to look for other papers to enlarge on the conclusions and debates. In order to comprehend the development of employee motivation in Botswana, this study contained some old academic works.

4. Findings

4.1. Case study 1: Botswana Railways, Botswana

According to the report of a study carried out by author in [20] titled "An investigation of employee motivation at Botswana Railways", the most common complaints of employees were about their low pay and the lack of prospects for advancement within the organisation hence the motivation or lack thereof. It is also in this paper that he advised that Botswana Railways develop policies and methods to boost staff morale in order to help encourage output for the company and employee productivity [20]. Before the study was carried out, there was an indication that the organisation wanted to implement a performance management system tool. According to author in [20], this would not solve their problem since it was not dealing with the issue from a grass-roots level,

hence his study. The objectives of the study focused on identifying the level of employee motivation at Botswana Railways, the problems they come across as a company when putting in place motivational policies and strategies, and finally, it recommended motivation methods to the management for specifically Botswana Railways.

In this study, the majority of Botswana Railways employees agreed that management was not doing enough to keep employees motivated since there was no communication between the employers and employees, and this negatively affected their level of productivity. There was also an indication that Botswana Railways employees who received incentives like raises in pay and promotions were more motivated and effective. Although some managers suggested that the acquisition of new equipment and wagons may have indirectly increased productivity by motivating workers, the increased productivity could also have been directly attributed to the new equipment's higher efficiency. As a result, the increased productivity could not be solely attributed to incentives.

In conclusion, the study recommended that an alignment of pay structure to other organisations in the country would be a good motivation for some employees, as well as formulating a reward system that includes job enlargement, job enrichment, and other forms of stipends.

4.2. Case study 2: Gaborone City Council, Botswana

Author in [18] carried out a study recently titled "An evaluation of a reward management system used by Botswana local authorities: the case of Gaborone City Council". The author, through this paper, wanted to highlight the need for a proper reward system within the local government setting. To put local government into perspective, Botswana's work force is divided into two major groups: the private and public sector. All the other minor sectors seen in Figure 2 fall under those two. Local authorities, or local government, are part of the public sector, together with central, Ipelegeng, and parastatal.

According to the author, in most underdeveloped nations, including Botswana, service delivery at the local government level is considered unpleasing by the clients, which is the public. The majority of the public sector reforms that the Botswana government has implemented over the years at both the national and local government levels have not produced the desired results. When it comes to providing services, Gaborone City Council faces certain unique difficulties, mostly as a result of the council's staff members' lack of motivation and the subpar quality of their work. The author of this paper emphasised the value of recruiting, holding on to, and motivating employees' performance and satisfaction, fostering the development of skills and knowledge, and highlighting the significance of reward management systems in an organisational environment. We've learned from the study that having a strong rewards program keeps employees content, devoted to the business, and eager to advance. A good incentive system strives to motivate employees to work harder and match their goals with those of the organisation they work for. Rewards, such as public recognition and increased compensation, motivate people to work harder, which will enhance productivity in the workplace. For individuals who give the most, the current trend toward performance-related reward systems is intended to result in increased rewards and motivation.

The recommendations in this case were that for the organisation to improve performance, they must put adequate reward policies forward. Training and training transparency were listed in this study as should consider putting into place a scheme, together with a clear indication of how people will progress in the organisation in order to motivate employees.

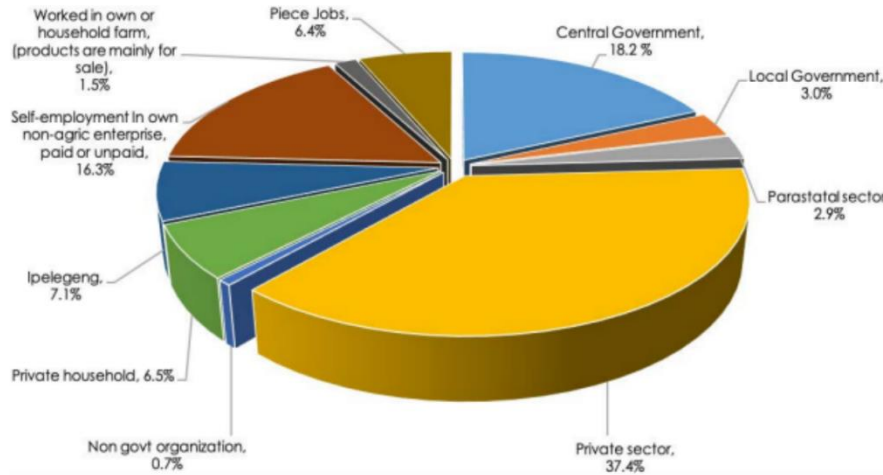


Figure 2: Employment sectors in Botswana.

4.3. Secondary school teachers in central region, Botswana

The ability of the teaching job to meet teachers' requirements in order to enhance their job performance should be considered when determining job satisfaction in the context of a teacher. Teachers are highly motivated when their efforts are recognised through promotions at reasonable intervals in the teaching service. The unsatisfactory working conditions of teachers in public secondary schools, unsatisfactory salaries, inadequate promotion opportunities, and compromised job satisfaction have led to many teachers despising the profession as well as themselves.

In [21] the authors carried out a study on “Job Satisfaction, Work Environment and Work Performance amongst Secondary School Teachers in the Central Region of Botswana” to examine how the level of position held by public teachers in the Central district affected their working conditions. In the study, the authors mention that “teachers hired today are the teachers for the next generation. As a result, their success determines the success of an entire generation, "hence the need to assess job satisfaction in this humble field" [21].

They also claim that more accomplished students have teachers that are effective and experienced. Consequently, for a school to achieve success, it must also have a competent workforce made up of teachers who are joyful, driven, well-respected, effective, and efficient. But there are many issues that the teaching profession must deal with. These are connected to the job satisfaction of instructors; insufficient prospects for advancement; unappealing pay; and bad working conditions.

Herzberg's two-factor theory, often known as the motivator or hygiene hypothesis, was developed by Fredrick Herzberg and served as the basis for this study. Although the theory has been frequently used in industrial

contexts for a long time, the two-factor theory has primarily been used in educational settings such as educational management and classroom administration [22]. According to Herzberg's research, people, including teachers, will exert every effort to satisfy their "hygiene" demands since they feel uncomfortable without them. Once the demands are met, though, the effect quickly deteriorates since fulfilment is fleeting.

5. Discussions

Organisations should comprehend the connection between rewards and motivation in order to correctly identify the elements that drive their personnel to perform better and be happier. The biggest challenge is creating an atmosphere where each person may develop a sense of worth that will motivate them to give it their all and work to realise corporate objectives [5]. The authors in [5] are supported by the study done by the author in [20] for Botswana Railways. According to these two studies, employees can be happy with their daily job as long as the organisation and manager they work with make them feel worthy and reward them for their efforts.

With regards to case number two of this study, the authors [23] said an organisation's reward system is arguably one of the most critical elements in its organisational culture, with the ability to influence the motivation of an employee [23]. Reference [18] is in agreement with this based on his study and observation of the results he got from Gaborone City Council. This, in other words, means most employees in Botswana's public sector are not happy with their working conditions, hence the need to give attention to employee motivation if we are to have any hope for our productivity and service delivery as a country.

Based on the research on secondary teachers, the author in [24] asserts that teachers in various roles in public secondary schools are dissatisfied and, as a result, are not devoted to the teaching profession. This has led to low student academic performance on national tests in many developing nations around the world. The level of unhappiness being deduced from these studies does affect service delivery and production, or in this case, the performance of students.

There are various theories of motivation that guide managers today when coming up with strategies to motivate their staff. Because of mismatch and demotivation, professional employees leave organizations, resulting in inconsistency and disruption of organizational memory. It is therefore critical for an organisation that wishes to motivate its employees and improve long-term productivity to implement a rewards system that recognises employee qualifications and skills while promoting individual professional development, productivity, job growth, and team performance, resulting in the achievement of organisational goals.

6. Conclusion

The conclusion that can be drawn from the literature research is that competitive retention incentives should be used by HR managers to lessen the level of brain drain that is currently taking place in the economy. Managers must, however, be fully aware of the explanations usually offered by employees for quitting their jobs. According to the aforementioned study, it would be accurate to state that it is crucial for employers to provide their staff members a sense of value and appreciation because this encourages them to work more diligently, wisely, and loyally for the business. Motivated workers are in a good place in their careers, and those in

positions of authority should seek to increase their regard for and appreciation of their hard work in order to sustain that mood. The practice of thanking employees multiple times per week, typically by mailing letters to their homes, is a recent development for firms searching for inexpensive ways to recognise their contributions. Even one boss says that the quickest method to make sure his staff feels valued is to implement an employee-of-the-month program. In order to break the cycle of mediocrity and public complaints about service delivery, the government of Botswana should think about conducting extensive study on what drives public employees.

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