



Assessing the Role of HRM in Motivating Employees Based on Performance

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Abstract

Organizations strive daily to remain viable in the market space due to the high level of competition occasioned by the new entry of firms, therefore, leveraging on the high and better engagement of the human resource unit effectively and efficiently. The HR input facilitates the growth process of an organization hence their performance cannot be trivialized. Motivational schemes are crucial in the successful management of personnel in the organization. Motivating employees is a key expected role of HR managers in the discharge of their managerial function at any organization because it has a direct and positive impact on performance therefore this research work objective is to explore the key functions of HRM in motivating employees based on performance. This study was conducted under the framework of the FMCG sector in Lagos, Nigeria. It was observed that some organizations do not motivate employees based on performance but rather based on familiarity, sentiment, emotions, nepotism, ethnicity, religion, longevity at the workplace, and gender therefore, leading to a high level of job attrition and underperformance at the workplace. With the survey questions, a questionnaire was used to garner data from the selected 60 respondents. The findings of this research revealed that when an organization charged the HRM unit to use performance as the aim of employee motivation, it will not only improve their commitment level but also enhance performance for organizational goal achievement.

1.0. Introduction

No gainsaying that before the establishment of a full fledged HRM unit, most organizations have been attending to employees related issues unprofessionally thereby leading to more problems instead of solving the observed workplace issues. Employee motivation is very essential in any organization for goal achievement hence HR professionals strategically ensure other irrelevant criteria are not considered but more emphasis is placed on performance for employees to know from the onset that the available motivational scheme is targeted at ensuring better performance. Longevity at the workplace, educational qualification, familiarity, ethnicity, religion, gender, sentiment, and emotions cannot be used as a criterion for motivation in any organization that is result oriented. Motivation drives employees to increase their performance in any assigned task. The motivation of employees at any organization comes in two-fold which is firstly introduced to achieve a better result and secondly introduced also to compensate employees upon the achievement of a set task. Organizational performance cannot be achieved without first achieving the employee's

performance through various motivational schemes being the prime force that promotes and ginger job performances.

Performance is a key factor amongst the other factors to stir up employees' interest to work for the achievement of organizational goals hence the human resource needs to be enthusiastic in the discharge of their daily tasks. Employees at the workplace need motivational schemes to make them feel good at the workplace to optimally perform their tasks for a higher productivity level. Workers that are motivated tend to carry out their job effectively and efficiently with little or no supervision as there is something intrinsic or extrinsic that is driving them to perform. According to the work of [1] "to derive instant productivity and performance from employees, motivational schemes are necessary" hence motivation is a psychological force that propels employees to achieve a specific task. The machines or tools at the workplace cannot operate itself optimally hence every organization strives to introduce a different motivational scheme to push the human resources to perform optimally for an organizational competitive advantage.

Employee engagement, selection and development is essential therefore the role of a full-fledged HRM in every organization cannot be underestimated hence [2] expressly stated that "HRM is concerned with all aspects of how people are employed and managed in organizations". The HR professionals ensures that for the achievement of competitive advantage there should be an activation of the contractual bond between the organization and the workforce in the work environment [3]. The unit plays a vital and central role in their full fledge in every organization therefore to ensure the achievement of organizational performance, the unit must ensure the performance of the workforce is enhanced through adequate motivation to *encourage employees to behave in certain positive ways which pushes them to accomplish organizational targets with key interest in the outcome to make their job enjoyable*. Motivating of the workforce is a focal point for the survival of any organization in the current competitive business space [4]. HR Managers ensures apt introduction of schemes for employees motivation for the best in them to be brought on the table [4]. According to [5] "job satisfaction is one of the important elements of employee engagement" when employees are satisfied with their job, it is very possible their engagement level in the organization is encouraging as engaged employees are empowered, and there exists a positive correlation between job satisfaction and job performance [6]. There is better result when there is improved organizational commitment and satisfaction at workplace as employees satisfaction is anchored on their level of engagement [7] hence they perform better and are more innovative than others [8]. Employee motivation has direct impact on job satisfaction which in turn increases employee commitment, improved drive, better and formidable initiative, and quality of work [9]. Employee involvement, empowerment, and engagement would be seen as the key success factors that HRM strategically develop in the firm to improve organizational performance [10]. This study aims to investigate how firms are leveraging motivation which is a key HRM function to gear up employee performance for organizational goal achievement.

1.1. HRM

HRM is a managerial process of professionally managing the human resource of an organization for organizational goal attainment [11] due to the importance of the HR unit being one of the resources to consider for the achievement of organizational goals [12]. Organizations in this current changing environment strive daily to develop and motivate their employees to help achieve enhanced performance [13]. There is no gainsaying that the contribution of an employee to the performance of the organization is key [14] hence the success of any organization depends on how the HRM unit engaged qualified employees through the best processes [4]. From the recruitment stage to selection and onboarding/job description all through the T&D and career growth development, performance evaluation stage, analysis, reward and loyalty schemes, job security, and lastly disengagement stage, the bond that existed between employer and the employee/staff is

Carefully managed by the HRM professionals hence it is opined as the strategic practice that is organizationally related to the relationship between the employees and the organization in which they work [15] with main aim of ensuring that the organization achieves success through people as a lack of this management principle affects the efficient management of employees [16,17].

Employees are drifting towards any work environment where they are regarded and compensated through various motivational related means as their daily focus is what is given in return of their commitment level and what will be given for an enhance performance therefore the concept of motivation is essential. Motivation is a key concept that is always occupying space in the heart of HRM hence it is considered an investment that improves and boosts performance at the workplace buttressing the emphasis that motivation and performance at directly related. According to [4], "HR Managers employ various means to make sure the workforce functions are optimized daily through various motivational schemes for formidable performances hence [18] work stated the positive bond that existed between the performance of employees and HRM functions hence the work of [19], opined that HRM has been considered in every organization as a crucial way to enhance organizational performance through effective and efficient management of the workforce.

1.2. Employees

Business success highly depends on a key organizational unit known as HR. An employee is anyone that is employed by an employer under a contract on a continuous or temporary basis for a reward in the form of salary, or wages [20]. According to [21] "Employees are the backbone of any organization as they play a major role in ensuring the actualization of the objective of the retail business hence their motivation cannot be undermined" as they play a key role in the achievement of the organization's objective as stated by [22] therefore for performance to be sustained, the contribution of the employees should be optimized periodically [11], therefore, motivating employees should be handled with all sense of seriousness as it forms the primary duty of HRM for optimal organizational performance [4].

[7] posit that "high performance of an employee is achieved by well-motivated employees who are prepared to exercise discretionary effort to do more than what is expected of them therefore motivation plays a key role in the performance of an employee". Motivation is believed to be a critical aspect in any workplace expectation [23]. According to [24] "The human element of organizational resources is considered the most important asset and when they are efficiently managed, they can be a source of competitive advantage". No gainsaying that an angry employee will not deliver at the workplace as expected therefore motivational schemes that will optimize their performance should be given proper attention [4] as the key to achieving organizational goals and being competitive is employee performance [25].

According to [26] "Motivational programs impact employee performance and organizational commitment in a direct manner" as employee performance depends on various factors like negative work behavior which can harm and negatively affect commitment at the workplace and the organizational performance [14]. [21] opined that motivated individuals are inspired to be more creative and loyal, leading to increased employee performance.

1.2. Motivation

No gainsaying that regardless of the industry, it is essential for organization through the HRM to initiate ways of balancing the working environment for employees to attain a sense of happiness and at the same time deliver their work [27]. Motivation is a psychological term that is a key HRM tool for boosting employee performance. Salaries and wages do not address employees' expectations hence motivational schemes in the form of job satisfaction, money in cash or bank, terms of job, achievement, training and development, respect, promotion, loan advancement, incentive goes a long way in boosting employees morale to perform more and better at the workplace

hence it remains at the center stage of the whole management process. The word is derived from motive which means a person's urges, desires, and needs within the individual. Human nature needs motivation in the form of inducement, incentive, and encouraging words to do more, Motivation is not an end itself but a process of stimulating, fueling, or gingering identified people or employees to actions for goal achievement at different levels within the organization. It activates enthusiasm for doing tasks with little or no supervision. Motivation is one of the factors that contribute to employee performance and impacts organizational growth [28,25]

Motivational factors must resonate with managers and spur them to explore deeply the intrinsic and extrinsic types of motivation which activate goal-oriented work attitudes. Every organization will benefit more when their employees are intrinsically motivated because the interest and pleasure are internally generated irrespective of what they stand to gain. It is an inbuilt spirit like the captain of a football team that does not only play to win but also gears up others to play better to secure a win. Extrinsic motivation is reward and recognition oriented. This type of motivation is borne out of what is my benefit which gave rise to SET. Motivation and rewarding are interchangeably used in an organization which is one of the processes in HR functions which include recruiting, selecting, training/development, educating, appraising, rewarding, maintaining, and dismissing/Retirement [29]. These processes refer to planned policies, practices, and systems which influence employees' behavior, attitude, and performance that motivate them at the workplace for optimal performance [24].

1.3. SET and Motivation

SET is a theory that is developed by George Homans in 1958 [30] which emphasized the social interactions between people, involving cost and rewards [30]. As a lasting relationship, is based on approval, respect, trust, and care between both parties [31]. It is among the most influential conceptual paradigms for understanding workplace behavior [32]. When the concept is understood by employers then issues of motivating their employees will be easily addressed because the theory helps to explore the advantage of social capital which is the relationship network of people in the workplace stressing that all social relationships in the workplace are formed, sustained, or severed based on the exchange of mutual benefit [33].

In a workplace, individuals extend support to one another and expect reciprocal responses in the form of benefits i.e., due to anticipated cost-benefit which must be fulfilled through meeting up of obligations [4] which can either be an intrinsic or extrinsic reward. Motivational programs made available in a workplace help to lubricate one of the basic tenets of SET is that relationships evolve into trusting, loyal, and mutual commitments [32]. The theory can be made clearer with an understanding of the concept of motivation which is the motive for doing something in an organization [4] to influence people to behave in a certain way because the cause of action will lead to the attainment of a goal or reward [7].

1.4. An Assessment of The Impact of Employees Motivation on Performance

Performance is a key expectation of management as it connotes the creation of value hence is a key indicator for assessing and evaluating the input of a workforce in any organization [4]. A well-motivated employee in any organization can only be assessed through the periodic performance, therefore, motivating them possibly within and more than their expectation will spur employees to deliver and go the extra mile for the organizational goal achievement therefore employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output [13].

Another key factor is PE-Performance evaluation which is essential in every work environment to aid the periodic assessment or review of employees' job performance and overall

contribution to the company. This becomes necessary to know employee impact for promotion or dismissal purposes. [34] stated the three steps for Performance appraisal:

- Setting of the work goals.
- The assessment of the employee’s actual performance in relation to the goals.
- Providing feedback to the employee to help him or her to eliminate performance deficiencies or to continue performance above par.

2. Methodology

According to [35] “Research methodology is all about the scientific thinking which entails seeking for information through asking of questions, then testing of hypotheses to making of observations through recognized patterns, making inferences, and employing a comprehensive strategy a make a concise and perfect conclusion.

2.1. Research Design

Research designs are the overall strategy of the research method used by the researcher to conduct a study which can be used also to address a research problem which can either be quantitative method using questionnaires with numerically data and qualitative method using interview with open-ended questions.

2.2. Research Study Population

This study is centered on the role of the HRM in motivating employees based on performance using Y3 Distribution Nigeria Limited in Lagos, Nigeria as a case study was what this study is aimed at examining. To establish a population of 60 for this study, the researcher purposively selected some staff of HR managers, Senior Managers, and Field Operatives (Sales and Marketing team). The mode of selecting the participants is purely based on the below 4 criteria which include:

- * Participating in the study is at respondents will.
- * Having good knowledge of the impact of employee performance on the organization.
- * A minimum of 4 years of working in the organization.
- * Have a better understanding of the motivational scheme and HRM functions.

Table 1: Targeted Population

DEPARTMENT	MALE	FEMALE	TOTAL	%
HR Professionals	2	1	3	5.0
Senior/Executive Managers	7	3	10	16.6
Sales Team	20	7	27	45.0
Marketing Team	15	5	20	33.4
TOTAL	44	16	60	100.0

Note: Field survey, 2023

2.3. Sample Size Selection Technique and Procedure

The purposive unrandom sampling technique was used to select the respondents from the total population hence the researcher adopted the Yamane (1967) formula.

Assumption:

95% confidence level

P = .5

$$n = \frac{N}{1 + N(e)^2}$$

n = sample, N = population, e = error margin

n = 71/1+71(0.05)² therefore n = 71/1+71(0.0025)

n = 71/1.1775, n = 60. n being the sample size chosen for this study is 60.

2.4. Sample characteristics:

Table 2 shows the sample characteristics.

Table 2: *The Participants distribution based on Organization*

Organization	Frequency	Percentage
Y3 DISTRIBUTION NIGERIA LIMITED.	60	100.0
Total	60	100.0

Note: Field survey, 2023

From the above research sample size, Y3 Distribution Nigeria Limited participants are 60 making the total 100%. The figure shows that all the participants are in the organization which includes HR personnel, Senior managers, and Sales/Marketing personnel.

Table 3: *The Participants distribution based on Gender*

Gender	Frequency	Percentage
Male	44	67.5
Female	16	32.5
Total	60	100.0

Note: Field survey, 2023

From Table 3, the male respondents is 67.5% while the female is 32.5% which indicates that the male are more.

Table 4: *Length of Service with the organization*

Length of Service	Frequency	Percentage
1 to 5 Yrs	15	25.0
5 to 10 Yrs	25	41.6
10 Yrs and above	20	33.4
Total	60	100.0

Note: Field survey, 2023

From Table 4, 20 of the participants which is 33.4% stayed long with the organization which is 10 years and above. They certainly have good knowledge of how the company operate and all the motivational schemes the organization have introduced and how it has impacted the employees. Also, 41.6% have spent 5 to 10 years which is 25 of the respondents stayed longer in the organization

just like the 10 years and above and lastly the number of participants that have stayed between 1 to 5 years which is 25.0% (15) is the fewest as they have have spent less time.

Table 5: *Participants' expression of their knowledge of the Purpose of Employee Motivation*

Purpose of Employee Motivation	Frequency	Percentage
YES	51	85.0
NOT TOO SURE	6	10.0
NO IDEA	3	5.0
Total	60	100.0

Note: Field survey, 2023

From the table above, 3 of the respondents which is 5% indicated no idea at all and hence cannot tell the purpose of employee motivation. Theirs is just to observe it and possibly cannot tell if it was appropriately done or not. Also, 10% which is just 6 of the respondents ticked not too sure. Their knowledge of the purpose of motivation needs further clarification for better understanding hence this study will help them for better productivity. Lastly, 85.0% which is 51 of the respondents ticked YES which means they have good knowledge of the purpose of employee motivation at the workplace, but their knowledge will further be stretched to expose to them the various criteria for motivation to achieve the desired result.

Table 6: *What Motivational schemes*

Availability of Motivational Scheme	Frequency	Percentage
STRONGLY AGREE	34	56.7
AGREE	20	33.3
DISAGREE	6	10.0
STRONGLY DISAGREE	0	0
Total	60	100.0

Note: Field survey, 2022

From Table 6, none of the respondents which is 0% responded Not Too Sure of any knowledge of the availability of motivational scheme in the organization while 10.0% which is 6 of the respondents ticked Disagree indicating an affirmative response that there is nothing of such possibly due to not have experience it themselves. 33.3% which is 20 of the respondents ticked Agree which indicates they are fully aware of the motivational scheme available in the organization and lastly, 56.7% which is 34 of the respondents ticked SA making a total of 90% which is 54 of the respondents responded positively to the availability of a motivational scheme in the organization.

Table 7: *The criteria for Motivation*

Criteria for Motivation in the Organization	Frequency	Percentage
AGE	3	5.0
SEX	1	1.6
MARITAL STATUS	1	1.6
FAMILIARITY	6	10.0
LONGEVITY AT WORK	3	5.0
PRODUCTIVITY	45	75.0
ETHNICITY	1	1.6
RELIGION	0	0.0
TOTAL	60	100.0

Note: Field survey, 2022

From Table 7, 1.6% (1) of the respondents ticked ethnicity, marital status, and sex each as a criterion for motivation which are purely on the ground of sentiment and emotion while 0.0% ticked religion indicating it should not be a factor to be considered. 3 of the respondents which is 5.0% ticked age and longevity at work as a criterion and also 6 of the respondents which is 10% ticked familiarity and lastly 45 of the respondents which is 75.0% ticked productivity indicating that when motivation is devoid of productivity, the purpose will be defeated and cause more harm to the organization than gain.

Table 8: *HR unit use performance as a key factor for motivation*

HR Unit Use Performance for Motivation	Frequency	Percentage
STRONGLY AGREE	16	26.7
AGREE	19	31.7
DISAGREE	15	25.0
STRONGLY DISAGREE	10	16.6
Total	60	100.0

Note: Field survey, 2022

From Table 8, 16 of the respondents which is 26.7% responded, SA indicating that performance is strongly considered for motivation while 19 (31.7%) ticked Agree confirming that performance is the major criterion for motivation constituting 35 (58.4%). Equally, 25.0% which is 15 of the respondents ticked Disagree indicating that they cannot express in clear terms if employees that are enjoying one motivational scheme or the other is based on performance and lastly, 16.6% which is 10 of them ticked Not Too Sure/Strongly Disagree possibly they are not comfortable or not too conversant with the method of motivating staff. A total of 41.6% which is 25 of the respondents are yet to be fully aware of the method/criteria for motivation in the organization hence their position.

Table 9: *Key Performance Indicators available for motivation in the organization*

Key Performance Indicators Available	Frequency	Percentage
SALES TARGET ACHIEVEMENT	25	41.8
NEW LEAD RECRUITMENT	10	16.6
CALL TARGET ACHIEVEMENT	10	16.6
PUNCTUALITY/JOB ACCURACY	5	8.4
CUSTOMER RELATIONSHIP MGT ENTRY	10	16.6
Total	60	100.0

Note: Field survey, 2022

From Table 9, the respondents which is 16.6% (10) ticked New Lead Recruitment, Call Target Achievement, and Customer Relationship Management Entry each as a KPI available in the organization. 8.4% which is 5 of the respondents ticked Punctuality/Job Accuracy and lastly, 41.8% which is 25 of the respondents ticked Sales Target Achievement indicating that it is a major criterion for Motivation.

3. Conclusion

Employees do not only center their minds on wages/salary in the organization but desire other forms of motivation which include recognition, respect, reward, and awards to improve their commitment at the workplace. It is imperative that HR Professional activate this key managerial function to ensure that employees are not dissatisfied or demoralized hence the need to introduce motivational schemes. This study has shown the importance of motivation as an essential driving force for better employee performance and satisfaction in an organization hence should be properly implemented by the HRM unit for the after effect to be positive in nature. This research has revealed

several factors aside from performance that are used to motivate employees to better perform at the workplace, but performance remains the major criterion for motivation for the gains to be achieved.

The research revealed that some employees are oblivious to the major criteria for motivation hence HRM should ensure that employees are educated on the major criteria for motivation in other for other employees to stir up their activities and key into the list of employees to be motivated for better and higher organizational productivity

While considering employee motivation, the above research findings can be a pacesetter. It will help organizations and HR professionals to see the positive impact of motivating employees based on performance rather than emotions and sentiments devoid of objectivity.

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