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WORKPLACE FACTORS THAT MOTIVATE ORGANIZATIONAL REPRESENTATIVE EMPLOYEES IN NIGERIA

EBENEZER OLADAPO SOWUNMI
Walden University

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Walden University

College of Management and Human Potential

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Ebenezer Sowunmi

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the review committee have been made.

Review Committee

Dr. Steven Tippins, Committee Chairperson, Management Faculty

Dr. David Bouvin, Committee Member, Management Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2024

Abstract

Workplace Factors That Motivate Organizational Representative Employees in Nigeria

by

Ebenezer Sowunmi

MSc, University of Lagos, 1986

BSc, University of Ibadan, 1982

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

Walden University

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Abstract

Proper identification of motivational factors may assist in understanding how employees may be motivated to maximize their full potential. The purpose of this qualitative case study was to investigate the workplace motivating factors influencing organizational representative employees in Nigeria, while recognizing the critical role of employee motivation in organizational success. The research questions addressed the factors that drive organizational representative employees, focusing on intrinsic, extrinsic, and social motivators in the Nigerian workplace. Maslow's hierarchy of needs and Herzberg's two-factor theory were used to frame the study. Data were collected from in-depth interviews with 16 organizational representative employees. Findings from thematic analysis indicated that beyond conventional monetary incentives, factors such as recognition and meaningfulness of work influence employee motivation, with heightened intrinsic motivation resulting from challenging tasks and opportunities for creativity. Recommendations include a strategic shift toward implementing inclusive practices that resonate with the motivational drivers identified, and refinement of organizational policies to accommodate intrinsic satisfaction and cultural considerations. Findings may be used to enhance workplace productivity and foster the creation of equitable work environments, thereby laying a foundation for positive social change.

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Dedication

This dissertation is dedicated to God who provided me with the grace, knowledge, and ability to start and complete this dissertation. I also dedicate it to the discipline of human resource management, while trusting that the study may contribute to the knowledge and practice of employee motivation, especially in Nigeria.

Acknowledgments

This is to acknowledge the guidance, support, and encouragement that I received from my committee members, led by my chair, Dr Steve Tippins, as well as my other committee member, Dr David Bouvin. My committee members never gave up on me and ensured that I successfully completed this dissertation. My family members led by my wife, Dr Anthonia Sowunmi, and my daughters, Moyosore Sowunmi and Motunrayo Sowunmi, provided me with the love and support that enabled me to complete this dissertation.

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Chapter 1: Introduction to the Study

Employee motivation has been studied by many researchers. Motivation could be said to be among the important aspects to study in the workplace. It may, therefore, be useful to study the effects of factors that motivate employees in the workplace.

Motivational techniques used by managers appeared to have an impact on employee response (Abdullahi et al., 2022; Daniel & Banjoko, 2023; Delfino & Van Der Kolk, 2021; Diab-Bahman & Al-Enzi, 2020; Gudu & Guney, 2017; Harris, 2021; Hussain et al., 2020; Mykhailichenko et al., 2021; Wowo, 2020) and seemed to be significant with employees with higher educational qualifications. Employee motivation appears to be an important factor for employee performance and, by implication, organizational productivity. The effects of non-monetary benefits on the motivation of employees appear to be significant, especially among middle-age employees (Ajagbe et al., 2022; Jyothi, 2016; Maritz et al., 2023; Nabbanja, 2022; Osho, 2022), and most employees consider it valuable to them. This serves as a basis for the interest in employee motivation because a good understanding of it and proper implementation are expected to enhance employee performance and organizational productivity. Factors in the workplace that motivate organizational representative employees may be said to be an important aspect of organizational development.

Over the years, knowledge of motivational factors within the workplace has varied depending on the organizational and environmental context. Almeida et al. (2020) reported that lack of employee voice leads to demotivation and negative effects on engagement levels. Jia et al. (2023) added that a high involvement of human resource

management (HRM) practices is positively related to motivating employees' psychological ownership. It would be instructive to find out the relevant and specific factors in the workplace that motivate organizational representative employees in Nigeria, thereby propelling them to perform to their full potential. The current study may serve as a reference for the development of motivational strategies in organizations, especially in remuneration structure. Motivation could be better facilitated among employees by setting up policies and guidelines that meet the needs of employees (He & Kim, 2021; Makapela & Mtshelwane, 2021; Mwakasole, 2020; Ugoani, 2021).

The results of the study may be useful in the enhancement of employee motivation and may assist in their future development. Union leaders might find them useful in negotiations with management for improved welfare of employees, and they may also serve as a basis for the development of economic and social development of employees in organizations. Arifin et al. (2020) suggested that an improved selection and recruitment procedure and employee motivation may be important in the possible motivation and prospective performance of bank employees. This tended to correspond with the assertion that an improved motivation of employees might be an indicator of their future performance.

Background

The research carried out by scholars may be relevant to the present study. Various scholars and researchers have conflicting views on how motivational approaches and factors influence employees' job performance. A summary of the literature related to this study included studies on employee motivation in the workplace. Emmanuel (2018)

showed that a reward system is an important strategy that could be used to improve the performance of employees and identified whether there was a holistic reward system in use; the study also looked to evaluate the awareness levels of employees in the financial sector in Ireland on reward systems via the qualitative research method, using focus groups and interviews. The results from the study showed that most of the employees were oblivious to how their employers defined the reward management system, and most did not have an idea of what a reward system was.

Nguyen My (2017) focused on staff elements to understand the motivation of employees with the use of a quantitative method with both secondary and primary data. The results of the study showed that employees were motivated by personal growth and monetary rewards. However, the study was limited by the small sample size and the restriction to students who were working. Riyanto et al. (2021) reported that motivation had a positive effect on the performance of IT employees, while job satisfaction was independent, and that the effect of mediation through motivation and job satisfaction could have a significant effect on employee performance. Tovmasyan and Minasyan (2020) revealed that people appreciate both intrinsic and extrinsic motivation factors with salaries, rewards, health insurance, career advancement, healthy morale and psychological atmosphere of the organization, flexible work schedule, fair and equal conditions, and training courses being the most important motivating factors. However, another angle of motivation was evaluated by Abasilim et al. (2019), Guterresa et al. (2020), Mansaray (2019), Nguyen et al. (2020), and Paais and Pattiruhu (2020), who discussed how the leadership style of management in an organization could serve as

motivation for employees. The impact of motivational factors appeared to influence the commitment of employees in banks (Arefin & Islam, 2019; Bastari & Ali, 2020; Gheitani et al., 2019; Prasetyaningtyas et al., 2021).

Gilmeanu (2015) focused on finding the balance between the organizational requirements and the needs of employees, using deductive reasoning. Although the employees were required to meet and achieve the requirements and objectives of the organization, the firm was responsible for motivating them. However, a striking limitation hindering this study was the fact that it lacked a data analysis representation and did not link findings to theoretical foundations, which would have provided support for the topic. Another study conducted by Ganta (2014) aligned with the findings of Gilmeanu (2015) and identified how important the extrinsic and intrinsic factors are in adopting motivational strategies for obtaining quality performance from employees through deductive reasoning. Ganta showed that at any time a job is valued, the employees are more dedicated to it, but that it was also limited by a lack of data.

Sajuyigbe (2013), in a study carried out in Ibadan, Oyo State, Nigeria, showed that dimensions of rewards improved employee performance, with the research using both qualitative and descriptive research methods. The study further showed that pay and recognition were the most adopted motivational factors that influenced employee performance. However, the study was limited by the small sample size used, being 100. Amah and Oyetunde (2020) conducted a study on factors that motivated Nigerian employees in the workplace. Seven generic motivational factors were found to be present in the workplace and had varying degrees of effects on the employees. Baloyi (2019)

examined the presence of motivational factors in the workplace and how they appeared to determine employee commitment and performance enhancement. It appeared that the motivational factors (intrinsic, extrinsic, and social motivation) had a positive relationship with employee commitment and performance enhancement.

Paais and Pattiruhu (2020) looked at the impact of motivation in an organization and how its presence and effects on employees could be important for the organization. Jufrizen et al. (2021), Linggiallo et al. (2021), and Rastegar et al. (2023) studied how employee motivation appeared to be linked to organizational commitment. The presence of certain motivational factors appeared to encourage employee commitment to the organization. Constantinescu and Stegăroiu (2023) studied the workplace and looked at the presence and effects of motivational factors that were there.

The gap addressed in the current study included the identification of the various motivational factors affecting employee performance and expanding knowledge on employee motivational factors used in the Nigerian workplace. Despite all the studies that had been done, the present study was needed to add to the literature in the Nigerian workplace, especially because Nigeria is presently undergoing various economic, social, and political challenges. These challenges appear to have had a lot of impact on Nigerians, especially its workforce. This study may contribute to the existing literature on employee motivation in Nigeria, especially at this time of local and global challenges. The study may also be used as a resource for the development of a competitive welfare package for Nigerian employees. This may serve as a foundation for the development of awareness and a basis for establishing and enhancing positive social change in Nigeria.

Problem Statement

Riyanto et al. (2021), Boyd and Nowell (2020), and Ali and Ahmed (2017) noted that proper identification of specific motivational factors may assist in a better understanding of how employees may be motivated to maximize their full potential. Several factors, including pay promotion, promotion (extrinsic factors), and recognition, appeared to have a significant effect on bank employees (Ali & Ahmed, 2017; Elomien et al. 2021; Riyanto et al., 2021) and have shown that increasing the motivational level of employees improves productivity potential and output in Nigeria by 98%. The general management problem at the time of this study was that managers need to understand the relationship between the factors in the workplace and employees. The specific management problem was that managers need to explore ways of identifying the factors in the workplace that motivate employees.

Purpose of the Study

The purpose of this qualitative case study was to identify, understand, and describe the factors in the workplace that motivate organizational representative employees in Nigeria. The organizational representative employees represented the organized private sector organizations of the Nigerian economy. This may provide a better understanding of the motivating factors in the workplace and how they can be effectively managed. Gender, grade, and the department were the major groups in this study for choosing participants. The sample population that was studied included 16 employees that were chosen from a private sector organization in Nigeria through

purposive sampling methods. Data were obtained using an interview approach.

Interviews were conducted over a 3-day period.

Motivation was described as what energizes the employee to put in a level of effort and persistence on a job. This was expected to serve as a platform for the reinforcement of motivational factors within the workplace that may energize employees to work and may assist in improved productivity. Managers in the Nigerian work environment may use the information from this study to enhance their business processes in ways that may improve employee job satisfaction and overall job productivity in the diverse workforce. When managers improve job satisfaction, the employees may improve their job performances and achieve better rewards. When better rewards are provided to the employees, they can support their families, which contributes to the development of healthier societies.

Research Questions

The overarching research question was the following:

1. How do the employees describe the factors that motivate them in the workplace?

Other research questions were the following:

2. How do the employees describe how the factors motivate them in the workplace?

3. How do the employees describe the benefits of the factors that motivate them in the workplace?

Theoretical Foundation

Maslow (1943) described the hierarchy of needs theory as the basis for the description and explanation of individuals' motivations. Herzberg (1959) classified factors into motivators (satisfiers) and hygiene factors(dissatisfiers), with both groups having some effect on individuals. Maslow's (1943) hierarchy of needs theory was based on physiological needs, safety and security needs, and love and belonging needs. Others included esteem needs and self-actualization. An individual would expect that the lower needs would be met before the desire for higher needs would be required to be met.

Herzberg's (1959) two-factor theory describes hygiene factors as not motivating but preventing dissatisfaction. These include company policies and administration, supervision, and working conditions. Others include interpersonal relations with supervisors and subordinates, salary, and job security. The factors also include status, personal life, and benefits. Motivating factors are forces of job satisfaction. These include achievement, recognition for achievement, and increased responsibility. Others include opportunities for growth and development and creative, challenging work.

The Herzberg motivation-hygiene theory (MHT) was used as a theoretical base. According to Herzberg (2003), the MHT is an extension of the Herzberg et al. (1959) two-factor theory used in explaining the various factors that influence the job satisfaction of employees. The MHT asserts that individuals who are more responsive to intrinsic motivation would attain better job satisfaction than individuals who are more responsive to extrinsic motivation (Herzberg, 2003). In this study, the MHT was used to understand the motivational factors that improve employee productivity and performance in Nigeria.

The MHT was significant because it connected the motivational factors to the results of the study.

Conceptual Framework

The underlying concept in this study was motivation, which had been studied by many researchers and was related to several motivational theories. The conceptual framework for this study was based on the Maslow's (1943) hierarchy of needs theory and Herzberg's (1959) two-factor theory on motivation. The theories were expected to provide conceptual knowledge on how factors in the workplace may influence the motivation of employees. Also, they provided some basis that could lead to the explanation of underlying reasons for the motivating effect of factors in the workplace.

The basic idea behind the conceptual framework was to explore how the various factors in the workplace motivate employees. During the interviews, employees were asked to describe how the various factors in the workplace motivate/influence them while doing their work. These responses were expected to form the basis of describing how the various factors in the workplace motivate the employees.

Motivation

Motivation has been seen as a major factor in the performance and productivity of employees. Even when individuals are blessed with the required competencies, skills, and working environment, they cannot achieve certain objectives without motivation from the firm (Girdwichai & Sriviboon, 2020; Mullins 2006; Sugiarti, 2022). Employees who have been motivated are more enthusiastic about achieving set objectives by exerting extra intensity for a certain duration, highlighting persistence (Kuranga, 2023; Mullin, 2006;

Sheffield, 2020; Valk & Yousif, 2023; Van Iddekinge et al., 2023). With the increasing economic uncertainty combined with more focus on the satisfaction of customers and business relations, there has been increased prioritization of sales representative motivation. Social science scholars in the area of sales management and organizational behavior argued for the incorporation of incentives and rewards as approaches for employee motivation (Gant, 2021; Lapshun, 2020; Lee, 2022; Mehta et al., 2000; Washington, 2020; Willie, 2021).

Organizational productivity is affected by employee motivation, and the most important function of a manager's role is to ensure that the employees at their disposal are positively motivated toward achieving the objectives that have been set by the organization (Al-Bahri & Othman, 2019; Bhuyanaiah & Raya, 2015; Ogochukwu, et al., 2022; Ogunsanya, 2021). Jobber and Lee (1994) asserted that a poorly motivated employee would incur unnecessary costs to the firm regarding reduced productivity and performance, increased employee turnover, more expenses, wasted time, and a negative influence on workforce morale. Therefore, firms must make sure that their employees are well-motivated to ensure greater productivity. This can be done by adopting certain motivational techniques, including compensation, training, effective recruitment and selection, and promotion.

Job Performance

Job performance can be perceived because of a well-motivated workforce. Performance involves a continuous process that balances the strategic objectives of a firm and the actual performance of individuals using various approaches such as evaluation,

appraisals, and standard setting (Cole & Kelly, 2011; Fan, 2023; Khoshnaw & Alavi, 2020; López-Cabarcos, et al., 2022; Rufino, 2023; Vuong & Nguyen, 2022). Colquitt et al. (2014), Francis and Alagas (2020), Hakim (2023) and Ismail et al. (2019) argued that job performance can be regarded as the employee behavior value set that contributes negatively or positively to the accomplishment of organizational goals. On the other hand, task performance is employee attitudes that are involved in transforming the firm's resources to services and goods produced by the organization (Chandrawaty & Widodo, 2020; Kamdar & Van Dyne, 2007; Obuobisa-Darko, 2020; Shao et al., 2019).

Job Satisfaction

Job satisfaction involves how much fulfillment that a person gets from their job. According to Ali and Anwar (2021), Andreas (2022), Carvalho et al. (2020), Paais and Pattiruhu (2020), and Riyanto et al. (2021), job satisfaction can be related to employee motivation job performance, physical and mental health, absenteeism, and the overall satisfaction of an employee. Research that has been carried out on job satisfaction showed that it influences job performance (Buntaran et al., 2019; Helmi & Abunar, 2021; Huang, 2019; Katebi et al., 2022; Omar et al., 2020), employee turnover (Ekhsan, 2019; Kurniawaty et al., 2019; Sija, 2021), absenteeism (Hendarti et al., 2021; Labrague et al., 2020; Naderi & Shams, 2020; Utami & Harini, 2019), and psychological disorders (Efegoma et al. 2022; Fordjour et al., 2020; Hünefeld et al., 2020). Other researchers such as da Cruz Carvalho et al. (2020) agreed that job satisfaction is positively linked with employee motivation. Ali et al. (2020) suggested that managers of firms can improve their employee motivation by ensuring that they are well satisfied. Katyal et al. (2021)

posited that almost every employee looks to be fully satisfied in their jobs, especially if the job aligns with their career choice. According to Herzberg's motivational theory, motivational factors improve the level of job satisfaction. When compared to motivational factors, Steers and Porter (2011) argued that hygiene factors are only used to prevent job dissatisfaction and cannot be used to create job satisfaction. Employees can have satisfaction with their work environment, with Emmanuel (2021), Su (2019), and Storey (2013) arguing that they might not be particularly motivated to perform their full responsibilities.

Leadership

Leadership involves having to influence an individual to act in the right manner. Employee motivation can be solely perceived as leadership behavior. Ibrahim and Daniel (2019) opined that effective leadership serves as a means of employee motivation because it implies doing what is right for both the organization and the workforce. There have been theories that leaders are very important factors in improving employee motivation.

Training and Development

Ozkeser (2019) opined that training exercises are important approaches to improving the skills and knowledge of employees for consistent development. Supporting this, Ozkeser (2019) and Niati et al. (2021) asserted that employers who have undergone training are more motivated to work than those who have not been trained. Sugiarti (2022) posited that these training programs improve and build on the potential of these employees, which encourages motivation.

Nature of the Study

The qualitative method was used in the current study with a case study design. An interview protocol was designed and used to conduct semi-structured interview sessions with a representative sample of full-time employees of a private sector organization. A private sector organization that represents organizational representative employees in Nigeria was chosen. It was important to study this population of employees who provide valuable services as representatives of the private sector of the Nigerian economy.

Interviews were conducted with the employees after arrangements were finalized with the management of the organization. A sample of 16 employees was used, and I ensured that gender, grade, and function were adequately represented. The reason for choosing 16 participants for this study was to ensure that there were enough data for the research.

All interviews were recorded, and notes were taken. Comments by the employees were noted during the interviews, especially relating to their description of how the factors in the workplace motivate them. Notes were taken and documented throughout the entire interview process. A review of relevant organizational documents, especially those related to factors in the workplace such as policy documents, employee handbooks, strategy documents, and compensation packages, was done.

To ensure data saturation, data triangulation was adopted, which was also used to improve the reliability and credibility of qualitative research (Bans-Akutey & Tiimub, 2021). Santos et al. (2020) asserted that the triangulation approach is important because it combines various methods for data collection during research. Through the evaluation of various data sources through triangulation, researchers can obtain data saturation

(Aguboshim, 2021; Alam, 2021; Chitac, 2022; Fusch & Ness, 2015; Moon, 2019; Sechelski & Onwuegbuzie, 2019). Data saturation was reached by employing the use of interviews, company document review, and direct observations.

The case study design involves five components that are important and include case study questions, propositions, unit(s) of analysis, logical linking of data to the propositions, and criteria for interpreting the findings (Yin, 2014). Data collection principles, which include the use of multiple sources of evidence, the creation of a case study database, maintenance of a chain of evidence, and caution when using data from electronic sources, are suggested to guide the process of data collection (Yin, 2014). Data collection activities in the current study included the selection of a bounded system, gaining the confidence of participants, and finding the case to study. The information collected included interviews, observations, and organizational documents and records. Because this was a qualitative study, issues relating to trustworthiness, credibility, transferability, dependability, and confirmability were ensured.

Matters involved with ethical procedures were strictly applied to this study. The process of data analysis included the description, classification, and interpretation of data into codes and themes, which were used in this study. Data were collated and analyzed to identify themes and patterns. The case study protocol includes an overview of the case study, data collection procedures, data collection questions, and a guide to the case study report (Yin, 2014).

Definitions

Extrinsic reward factors: Approaches adopted by organizational managers, often found around the working environment, which help reduce the pain points of the employees and increase motivation for organizational productivity (Herzberg, 2003).

Hygiene factors: Reward factors that are extrinsic to the job and consist of supervision, company administrative policies, job security, social status, salary earnings, job conditions, and interpersonal relationships (Herzberg, 2003).

Intrinsic reward factors: Internally related reward variables that are usually adopted by organizational managers to ensure that their employees are well motivated and to stimulate the psychological growth and development of the employees (Herzberg, 2003).

Motivation: What energizes an employee to put in a level of effort and persistence on a job. Motivation can also be regarded as the extent to which a person is willing to exert extra effort to ensure the objectives and goals of the organization (Vroom, 1964).

Assumptions

Assumptions can be defined as the study's vision of the researcher, including the applications of the various methods throughout the entire study (Marshall & Rossman, 2016). Assumptions provide opportunities for researchers and academicians to highlight the different factors that are assumed to be true but are not verified (Snir, 2014). In the current study, the major focus was a case study of a private sector organization that was representative of organizational representative employees in Nigeria. A major assumption for the study was that all participants' responses to the interview questions were their

truest and most honest opinions without influence from any external force, either managers or colleagues. The next assumption was that the respondents in this study would be conscientious representatives of the private sector organization. Another assumption was that the responses of the participants would provide the information needed to answer the research questions. Another assumption was that the sample would be diverse enough to understand the various motivational factors influencing employees.

A general assumption in this study was related to the employees who were the subjects in the study. The main assumption was that all of the employees to be interviewed were full-time employees of the organization. Employees were also expected to respond to questions that represented what happens in the workplace in the organization.

Scope and Delimitations

The scope and delimitations of the study involved the study design, especially the management of the interview sessions. Delimitations can be considered as the factors that are developed by the researcher aimed at confining the research parameters (Owsiak, 2014). Anothinisiz and Perry (2015) opined that delimitations are the features of research that are under the control of the researcher, which limit the study's scope and define the boundaries of the research. In the current study, the employees were recruited from one private sector organization that represented organizational employees; therefore, the scope involved only the respondents from the organization.

Also, how every respondent structured their answers and experiences may be a huge determinant of how they responded to the interview questions. Another delimitation

was the fact that because the research included only 16 employees working in the private sector organization, the results obtained in this study might not apply to other sections of workers in other industries and sectors or to employees working outside Nigeria.

As the researcher there was a need to guide against biases in the analysis of responses from the employees. The analysis of the data was supported by the use of themes obtained from participant responses to the interview questions. The cooperation of the employees was ensured, and assurance was provided to establish some confidence in the study by employees. All of these steps were strictly adhered to throughout the duration of the study.

Limitations

Limitations can be defined as external variables that limit the study's implications and are responsible for some potential weaknesses (Owsiak, 2014). Locke et al. (2014) defined limitations as study weaknesses. A major limitation of the current study was the fact that the participants were from one private sector organization in Nigeria. Their various experiences might not be fully representative of the views of every employee who has worked in the firm. Another major limitation was the fact that the employees who were chosen for the study might have had various experience levels and job responsibilities even though they were all working in the same organization. Another limitation of the study was that the data used in the research may not fully reflect the overall Nigerian working population. These data may not reflect the possible variations in the job satisfaction of the respondent over time.

Supeli and Creed (2015) asserted that the constantly changing work environment, the behavior of the employees over time, and their preferences for rewards ensure that the collected data are inadequate for the full assessment of job satisfaction in the Nigerian changing work environment. Other limitations included the perception that the employees who were interviewed would be representative of employees who provide services for organizations in the private sector of the Nigerian economy. The employees were assumed to be representing employees who support private sector organizations in Nigeria. The employees provide valuable services to the organized private sector on a continuous basis.

Significance

With the demographic correlates of job satisfaction in the changing and diverse workforce understood to be important to business value (Zhang & Huai, 2016), only leaders and managers who offer rewards and motivation to their employees can attract and retain valuable individuals (Aryee et al., 2016). By understanding the various motivational factors that affect employees, business leaders can leverage the opportunity to establish more extensive and comprehensive strategies to ensure they manage the various reward preferences of their most prized and valuable human resources (Nieves & Quintana, 2016). The information that was obtained from the current study regarding the different motivational factors that influence employees may be of great value to diverse business organizations.

This study may be an addition to the literature on employee motivation and may be useful to scholars, researchers, and human resources practitioners. The study may

contribute to the knowledge and design of motivational programs based on the needs of employees. Findings may serve as a reference for labor leaders during the negotiation with management, especially on welfare issues. The study may also include a recommendation of motivational factors and how they may be incorporated into the reward system of organizations.

Significance to Practice

The new-age employee has been characterized as diverse and challenging to motivate (Bonache et al., 2012; Nederveen Pieterse et al., 2013). Findings from Fajana et al. (2011) indicated that various factors are responsible for influencing the Nigerian business environment. Also, results from several research works indicated that managers and leaders who adopt the best motivational practices may reduce litigation from employees, environmental pressure, and workforce dissatisfaction, and may be able to manage dynamic employee needs (Datta, 2012; Lim, 2012). Businesses benefit when their leaders employ quality reward systems for their employees. Encompassing gender, age, and department in the current study may provide a good understanding of the various motivational factors affecting employees.

The results from this study may be important in improving business practice by ensuring leaders are provided with adequate knowledge concerning the dynamism that characterizes job satisfaction and the relevant relationship to employee cognitive and cultural stereotypes. Business leaders in the international context may benefit from the results of this study because evidence-based knowledge may be provided for the motivation and management of a diverse workforce (Lopez-Fernandez & Sanchez

Gardey, 2010). Moreover, Morris and Snell (2011) asserted that improving business practices can be related to the improved job satisfaction of a diverse workforce and is important in employee productivity and retention.

The significance of the current study to the practice of HRM could be looked at in terms of how its results may contribute to the practice of HRM in Nigeria. The research may identify relevant motivational factors that may motivate employees to work better, which may assist in the development of motivational strategies for an organization. These motivational strategies may assist in the enhancement of employee management toward achieving organizational objectives.

Significance to Theory

The significance of the study to Maslow's (1943) theory of motivation and Herzberg's (1959) two-factor theory may be in the importance of relevant motivational factors that might motivate employees to contribute their quota toward organizational effectiveness. The application of such motivational factors may be seen to contribute to the motivation of employees in the workplace. The results of the study may relate to some aspects of the theories. This study may be significant to the two motivational theories of Maslow and Herzberg in terms of their meaning, relevance, and application to the theory and practice of motivation.

Significance to Social Change

The results from this research may contribute to quality social change through the provision of knowledge regarding the various factors that enhance the motivation and performance of an employee. Harrington and Lee (2015) asserted that motivated

employees translate into increased job satisfaction, commitment to job responsibilities, and increased participation in organizational activities. The results from the current study might also instigate an enhanced interaction in the Nigerian business environment, which could influence the purchasing intentions of customers, thereby bringing economic development. Grigoroudis and Zopounidis (2012) highlighted studies aimed at understanding the motivational factors that have translated into positive social change in the case study organization. Specifically, the implications for social change would consist of the potential to improve relationships between employees, enhance employee efficiency, and improve organizational productivity.

Social change also occurs through improved engagement and performance of employees, improved employee well-being, and enhanced communication. Another opportunity that can be leveraged by social change is by ensuring that a motivated workforce can improve the culture and values of the firm, which would transcend beyond the organization and establish better working relationships between the community and its leaders. It is important to understand that this partnership would offer financial and social benefits.

The significance of the current study to social change may be seen in addition to the knowledge regarding the improvement of the welfare packages of employees in an organization. This may be expected to serve as a foundation for improved economic and social standards of employees, thereby contributing to positive social change. The study may also contribute to the development of motivational strategies that might assist in

better management of employee potential, thereby serving as a good platform for contributing to a positive social change.

Summary and Transition

Chapter 1 provided the study introduction. In this chapter, the study background, problem, and purpose statement were presented. The chapter also included the nature of the study and its significance, which encompassed the implications for business practice, theory, and social change. The underlying limitations, delimitations, and assumptions of the study were addressed. This study may contribute to the literature in HRM by the addition to the existing knowledge on motivation and the different motivational factors that managers and leaders can use to influence their employees to improve productivity.

The significance and importance of the identification of these factors have been important for employee performance and organizational effectiveness. The qualitative method was used in this study, and the case study design was applied. The data for this study were obtained from 16 employees of a private sector organization in Nigeria. The main instrument used was semi-structured interview sessions. Chapter 2 includes the details and steps that were used in the development, establishment, analysis, and evaluation of various concepts in the study. The chapter also presents the literature search strategy and the theoretical and conceptual frameworks of the study.

Chapter 2: Literature Review

The general management problem was that managers need to understand the relationship between the factors in the workplace and employees. The specific management problem was that managers need to explore ways of identifying the factors in the workplace that motivate them. This qualitative case study was conducted to identify, understand, and describe the factors in the workplace that motivate organizational representative employees in Nigeria.

Literature Search Strategy

The major aim of the literature review was to ensure that background knowledge, information, and justification were provided to support the central research question of how the various motivational factors affect employee representatives in Nigeria, with references to the workplace of a private sector organization in Nigeria. An extensive literature review would justify the need for this study. In the following sections, extensive details on the existing peer-reviewed studies that concern the various components of employee motivational factors are provided.

Organization of the Review

The literature review includes peer-reviewed journals, scholarly books, and other important literature that was located using certain keywords in various Walden University Library Databases. Other sources that were used included search engines and databases to ensure an extensive literature review. These included SAGE Premier, BI/Inform Collection, EBSCO, Academic Search Complete, and Business Source Complete. Others included ProQuest Central, Sage Journals, and Google Scholar.

Important keywords such as *motivation, employee motivation, motivation in the workplace, motivational factors, compensation, empowerment, organizational culture, performance, and leadership* were used. Other keywords used included *success factors, communication, performance appraisals, and Nigeria*.

Classifications and deviations of these grouped terms provided adequate materials to support the employee motivational factors. The first part of the literature review is an overview of the conceptual framework that was chosen for this study, as well as the contrasting and supporting theories. Identification of the motivating factors that affect employees in the Nigerian working environment is also done. The literature review consists of the motivational factors that affect employees in private sector organizations and the Nigerian working environment, including performance appraisals, rewards, compensations, promotions, and others.

Theoretical Foundation

Maslow (1943) described the hierarchy of needs theory as the basis for the description and explanation of individuals' motivations. Herzberg (1959) classified factors into motivators (satisfiers) and hygiene factors (dissatisfiers), with both groups having some effect on individuals. Maslow's (1943) hierarchy of needs theory was based on physiological needs, safety and security needs, and love and belonging needs. Others included esteem needs and self-actualization. An individual would expect that the lower needs be met before the desire for higher needs would be required to be met.

Herzberg's (1959) two-factor theory describes hygiene factors as not motivating but preventing dissatisfaction. These include company policies and administration,

supervision, and working conditions. Others include interpersonal relations with supervisors and subordinates, salary, and job security. The factors also include status, personal life, and benefits. Motivating factors are forces of job satisfaction. These include achievement, recognition for achievement, and increased responsibility. Others include opportunities for growth and development and creative, challenging work. Managers who provide employees with challenging responsibilities and more exciting jobs often notice that their employees respond in more positive manners, which translates into more productivity (Ali & Anwar, 2021; Bakker et al., 2020; Bruning & Campion, 2019; Park et al., 2015; Riyanto et al., 2021; Salas-Vallina et al., 2021). Limbu et al (2014) asserted that only responsibilities and jobs that increase growth and do not cause pain are responsible for workplace growth. Managers must look to improve the psychological growth of their employees while not neglecting factors for job enlargement (Chen et al., 2021; Herzberg, 2003; Lawalson, 2021; Tumi et al., 2022). Then, the current jobs of employees meet their need for growth, and they become fully satisfied. From the perspectives of MHT, job dissatisfaction and satisfaction are opposite elements on the same scale (Arvan et al., 2019; de Mattos et al., 2023; Harnish, 2023; Khanchel & Kahla, 2019; Lacey et al., 2015; Namupala, 2023; Rodriguez & Martin, 2022).

MHT was chosen for this study because it also acts as a predictive instrument for reliability and validity and draws empirical support from the literature (Bell et al., 2014; Harnish, 2023; Koruca et al., 2023; Ma et al., 2021; Olatunbode, 2021; Wang & Zhou, 2023; Zábó et al., 2022). Through the development of the MHT, Herzberg (1959) as cited in Sorensen & Minahan, (2011) motivated the improvement of job restructuring for the

promotion of effective use of the available human resources. Lee et al. (2011) also opined that the Herzberg MHT theory improves the development of theories in other fields.

Supporting and Contrasting Theories

Managers of business firms have been laden with the responsibility of motivating their employees (Avramoska, 2020; Bassou, 2015; Frangieh & Rusu, 2021; Hitka et al., 2021; Pham et al., 2023; Rahaman et al., 2020; Zamecnik, 2014). Operative leadership begins with the comprehension of the relevant authority and the proper use of influence and authority with the workforce (Addair, 2019; De Sousa & van Dierendonck, 2014; Khaliq et al., 2021; Lornudd et al., 2021; Mehdinezhad & Sardarzahi, 2016; Posadzinska et al., 2020; Umuganwa, 2021).

Several factors including time commitments, experience, and education need to be attained by these employees to get these rewards (Adams, 1963). Adams (1963) noted that these rewards include special recognition, promotion, and increase in pay, among others, with these employees evaluating their output and input in the form of ratios. The theory stresses that employees, compared with their colleagues, who possess a greater ratio are seen to have been better motivated than those who had lesser ratios.

Herzberg's (1964) two-factor theory was developed from interview sessions that were conducted on 200 engineers and accountants from different firms in Pittsburg. During the interview process, Herzberg asked the respondents to describe the dissatisfactions and satisfactions they experienced in carrying out their responsibilities. From the study, the conclusions showed that job dissatisfaction and satisfaction emerged from two major factors: extrinsic factors (hygiene factors) and intrinsic factors

(motivational factors). According to Herzberg (1966), improved motivation, job satisfaction, and employee retention were usually obtained by intrinsic elements. On the other hand, extrinsic motivational factors resulted in job dissatisfaction, decreased employee retention, and employee demotivation, which translated to a negative retention level for the firm (Herzberg, 1966; Saiermann, 2023; Sankar, 2015; Sayyavong, 2021). Nosike and Nosike (2022) opined that extrinsic elements are usually expected by the workforce and can translate into high dissatisfaction levels, especially when they are absent. Organizational policies, leadership, job security, and the working environment are all types of extrinsic elements.

The self-concept motivational theory that was posited by Grover (2014) postulated that compelling managers possess traits that are respected and help attract followers. Managerial performance and employee interaction are important in understanding the strategies for motivating employees in a huge firm (Bassou, 2015; Kim et al., 2020; Peng, 2022; Waldan, 2020; Zogjani & Raci, 2015). According to Grover (2014), self-respect is a major factor in the development of the self-concept theory because it helps ensure the employees that they are truly valued in decision-making activities.

Maslow's theory of needs hierarchy is in sharp contrast with the expectancy theory developed by Vroom. Vroom's theory focused on the results that emerged from the motivation of individuals and not how satisfied they were with their needs (Baumann & Bonner, 2016; Orwa et al., 2023; Pikanegore, 2021; Sengupta & Joshi, 2023). Wood et al. (2015) argued that Maslow focused on the people and their various needs, more than

how motivated they were. Many studies were carried out that applied Vroom's expectancy theory in the food sector to understand employee motivational levels (Chante'Miller & Banks-Hall, 2020; Harris et al. 2019; Harris et al., 2017; Mefi & Asoba, 2021; Stallworth, 2020; Talwar et al., 2021). However, Harris et al. (2017) concluded that employee motivation was based on the duration in which the employee had been working in the food sector but was not conclusive on the various employee needs.

Conceptual Framework

Extrinsic and Intrinsic Factors Affecting Employee Motivation

Extrinsic factors include various tangible rewards, including job security, work conditions, work environment, and benefits. These extrinsic factors are not satisfied by the job alone, which means that the pleasure and satisfaction result from what the task has led to, for example, money. The result of work and the various factors are necessary for ensuring job satisfaction (Ali & Anwar, 2021; Dhamija et al., 2019; Kurniawaty et al., 2019; Ramli, 2019; Taheri et al., 2020). Intrinsic factors, on the other hand, are motivational factors that are involved in the job and are within the confines of the working environment. Manzoor et al. (2021) reported that intrinsic motivation is an important part of employee satisfaction and motivation, performance, and productivity of the firm.

Monetary Benefits/Salaries

Money can be regarded as an important factor, with no other motivational factor or approach coming close to its influential value. Money is a major factor that can be

used in organizations to ensure better employee productivity in the organization (Abadi et al., 2011; Ali & Anwar, 2021; Asaari et al., 2019; Sitopu et al., 2021). Kalimullah et al. (2010) noted that reward ensures the increased motivation of the workforce, which has a direct effect on employee performance. These monetary rewards are important because they contribute to the performance of the employee and the firm. Rukhmani et al. (2010) argued that for salaries to be an important motivational factor, managers must restructure their salaries and attach importance to every job according to the fringe benefits, pensions, performance, and allowances.

Leadership

Leadership involves having to influence the workforce to act in the right manner. Rukhman (2010) argued that motivation and leadership are important processes in organizations. Motivation may be an important leadership behavior because it may influence people to act in certain ways.

Working Conditions

Various researchers have looked to understand the influence that working conditions have on motivating and influencing employees. Researchers such as Putnam, Myers, and Galliard (2014) have argued that adopting a more flexible manner of work enhances the work-life balance while promoting the rights of the employees. Gupta and Hyde (2013) argue that work stress levels in a working schedule are a huge determinant of the quality of working life and the level of happiness or sadness in the workforce. Also, various changes in the labor market have improved the competition for job places and increased employee performance demand, which affects the mental health of

employees. Cottini and Lucifora (2013) evaluated various mental health patterns in workplaces scattered around 15 European nations to understand the connection between working conditions and mental health challenges; the result from this study showed that bad working environments are linked strongly to the mental health of workers. Therefore, Jenull and Wiederman (2015) assert that it is important that managers ensure better working hours through flexible restructuring, which would motivate employees and ensure satisfaction.

Job Security

Job security can be perceived as the evaluation of an employee on how likely they are to lose their jobs, as compared to the level of dismissal and layoffs. Cheng, Mauno, and Lee (2014) argue that insecurity in jobs is a major stressor that has very far-reaching consequences on the well-being of the employees. Studies carried out by Karkoulian et al. (2013) in Lebanon have shown that there are negative links between job satisfaction and job security. Another point can be seen in stress from job insecurity, which can be different across time and in terms of well-being. A study by Stiglbauer et al. (2012) evaluated if involvement in jobs moderates the influence that job insecurity has on the health and well-being of employees and if the well-being level could explain the link between turnover intentions and job insecurity. The study understood that no matter how engaging a job can be for the employees, they would not be motivated when they are vulnerable to losing their jobs.

Growth Promotion and Advancement

The promotion of staff in an organization can be a source of motivation for employees in an organization. Studies have also shown that this is an important motivational factor that can be employed for increased productivity. For example, a study was carried out by Linz and Semykina (2012) to understand how rewards could increase the motivation of employees. The study results showed that having the necessary and desired promotion and job advancement helps improve motivation and enhance job satisfaction. Wang et al. (2022) support this view by asserting that providing growth opportunities would help motivate employees in a long way. In their studies, Ellis, J. (2020), Jawahar (2012), Joshi (2023). and Mounteer (2019) supported the above view and understood that implementing personal development and job opportunities for growth goes a long way in improving employee motivation and job satisfaction.

Recognition for Achievement

In the real sense of it, employees who are recognized for the inputs they put into the job responsibilities tend to be highly satisfied than those who are not. This is supported by Dhammika, Ahmad, and Sam's (2012) study, which looked to validate the dimensions of motivation, job performance, and satisfaction. The result understood that being recognized for achieving targets and milestones improved the feelings of job, motivation, and accomplishment. Islam and Ali (2013), in their study, approved the view and found a striking relationship between achievement recognition and job satisfaction, with Aydin (2012) making a similar conclusion by understanding that employees see recognition for achievement as a major factor for motivation and job satisfaction.

Motivation, Job Satisfaction, and Turnover Intention

It can be said that employee motivation leads to satisfaction and, therefore, turnover intention. Aladwan, Bhanugopan, and Fish (2013), Dardar, Jusoh, and Rasli (2012), and Ghosh et al. (2013) in their studies have all found that employees were more inclined to quit their jobs when they were not motivated and satisfied with their job, with factors influencing employee turnover multidimensional. Results from several studies in Asia, Europe, and Africa have shown that employee motivation, job satisfaction, and employee turnover are related majorly to turnover intention (Kabungaidze, Mahlatshana, and Ngirande, 2013; Nwokocha and Iheriohanma, 2012; Yucel, 2012). In the Nigerian working environment, a low motivational level improves the intention of the employee to either continue or quit their jobs (Mbah and Ikemefuna, 2012; Olusegun, 2012). In conclusion, it can be understood that when global managers and leaders improve the motivation of their employees, their job satisfaction improves, which then improves the retention of employees.

Job Satisfaction and Organizational Commitment

When employees become more motivated, they are highly likely to commit fully to the firm. Hansson & Zätterqvist (2020), Trofimov et al. (2019), and Warren (2020) argue that committing to organizations is an expression of affection, acceptance, motivation, and engagement from the employees. Galanaki (2020) asserts that commitment from the employees can either be normative, continuance, or effective. When employees are motivated and satisfied with their jobs, they are more inclined to commit to the firm fully. For example, Luna-Arocas et al. (2020), de la Torre-Ruiz et al.

(2019), and Pertiwi & Supartha (2021) assert that improving employees' salary satisfaction improves their commitment to the organization. Therefore, human resource managers and management must look to improve the well-being of the employees for firm productivity.

Job Satisfaction and Firm Performance

Organizational leaders must retain more motivated employees to improve the performance of organizations. Akdere & Egan (2020), Al-Omari et al. (2020), Budur & Poturak (2021), Kurdi et al. (2020) all state that employees who are highly satisfied improve customer satisfaction and organizational productivity. Pancasila et al. (2020) assert that managers and leaders of firms can improve their employee satisfaction, productivity, and business performance through motivational factors. For example, in Nigeria, using compensation and salaries was an important factor in motivating employees and increasing performance (Adeoye, 2019; Alase & Akinbo, 2021; Nnubia, 2020; Obasan, 2012; Onyekwelu et al., 2020).

Literature Review

The factors in the workplace that motivate organizational representative employees in Nigeria may be an exhaustive study. To cover all aspects of the study, a literature review search was done, which resulted in the development of various themes that would form the presentation of the review of the literature. The presentation is done under the various themes that were derived from the literature review.

Concept of Motivation

Aga et al. (2018) examined the motivation of Nigerian employees in a beverage organization and indicated that motivation appeared to have a positive effect on higher incomes as well as the organization. This study adopted the use of questionnaires and sampled 267 employees in 7UP to understand that the presence of motivational factors could be relevant to employees and the organization. To support the views of Aga et al. (2018), Kolo's (2019) study employed the same questionnaire methods on a larger sample size of employees and understood that the income of employees is a factor that may have been responsible for job satisfaction in healthcare employees in a health care facility in Nigeria. While Kolo (2019) suggested that the presence of monetary rewards in the organization may be responsible for job satisfaction, Agu et al. (2018) argued that the presence of motivational factors in the workplace on employees was unique and appeared to indicate a positive effect on productivity if properly managed. This debated Kolo's (2019) previous view that financial incentives were the major motivational factors. It may be deduced from the above that the presence of motivational factors in the Nigerian workplace may have some impact on the employees and the organization.

However, this study was limited by the small sample size, which prevented it from being generalized to other populations. In supporting Agu, Mba, and Okafor's (2018) view on the fact that motivational views were unique in different organizations, Lang (2019) understood that employee retention strategies in motivation, mentorship, and HR practices influenced the employees. He adopted semi-structured interviews for a case study firm in Georgia and triangulated them with documentation and member checking.

The identified strategies affected the achievement of the career goals of employees through mentoring programs and other motivational factor retention strategies used by the organization. His result was also broken down into themes, with similar results obtained by Christie (2019), who looked to explore the valence and effectiveness of mission valence and other intrinsic incentives that were applied to influence employee motivation and productivity, using interviews with 11 participants that had been purposively selected.

The findings were presented in five themes, namely, mission valence had a theoretical basis to public leaders, current mission statements had not been implemented, mission valence was perceived as a conceptual intrinsic incentive, public service leaders were more comfortable with the combination of extrinsic and intrinsic incentive schemes unique to employees, and opportunities were created for the development of targeted skills development training to support the leadership skills. These themes agreed with the views from the study in Georgia carried out by Lang (2019). In essence, both previous studies have suggested that the mission valence in an organizational workplace may be influential in the development of employee motivation, especially if supported by an incentive scheme that is targeted at the employees.

The development of themes was also found in the study carried out by Wiebell (2019), who adopted semi-structured interviews for 10 Information Technology (IT) project managers with five years of experience. This was a major plus in the study because these participants had understood the tenets of employee motivation. The resultant themes were in cognizance with the views of Lang (2019), who understood that

the presence of motivational factors in the workplace is essential and important in the effort to retain the services of employees in the workplace. These studies may be important and relevant in the management of employee motivation in the workplace.

From these studies on motivation, we have understood that Lang (2019) and Wiebel (2019) have all understood that these motivational factors were very important in ensuring that employees are retained and productivity is improved. However, a conflicting view was cited by Agu, Mbah, and Okafor (2018), who asserted that these motivational factors were unique for every employee and every organization. This view was debated by Kolo (2019), who argues that financial incentives were the major motivational factors affecting the retention of employees. However, all these studies attested to the fact that employee motivation was very important in retention, productivity, and organizational profitability. From these studies, it has been observed that semi-structured interviews were mostly adopted for everything, except for the study by Aga, Mbah, and Okafor (2018), which used questionnaires to collect the views of the respondents. From this, the interviews look more effective as they capture every perspective and experience of the employees without bias. The questionnaire, however, has been limited by the failure of the instrument to adequately convey the information to participants.

Motivational Theories

Stefanescou and Stefanescou (2019) identified the main motivational theories and how they can be applied to financial institutions in Romania. The theories were classified into the following, which were those oriented to the motivation content, including

Maslow's theory of needs hierarchy, McClelland's theory of success acquisition, Herzberg's theory of dual factors, and Alderfer's ERG theory. The theories oriented to the motivational process included Vroom's expectancy performance theory, Adam's equity theory, and McGregor's Theory X and Y.

Stefanescu and Stefanescu (2019) analyzed motivating factors for employees in Alpha Financial institution in Romania, with the purpose of collecting information based on the experience and perception of employees about the importance of employee motivation and its role in achieving organizational goals leading to performance. The human factor within Alpha corresponded in terms of training and has a strong desire to develop skills to provide the potential for increased revenue. It was recommended that organizational managers should acquire knowledge of the theories of motivation and apply motivational techniques, taking into consideration the leadership style and subordinate personality of management and employees, respectively. The motivational process is recommended to be personalized to identify what motivates employees to develop a motivational plan to achieve optimal results.

Itziar, Susan, and Albert (2019) categorized the theories of motivation into needs, traits, values, and cognition. A summary of the results emphasized the satisfaction of a need as a common factor in motivational theories. The need theories were described as an act done by an individual without an explanation of actions that follow the act. Values were described as the revelation of what drives an individual to achieve a goal, and these factors were said to be useful to organizations to understand their employees' work values and serve as a basis for employee retention and motivation.

While Yadav (2019) evaluated Frederick Herzberg's two-factor theory by looking at the factors that employees find satisfying and non-satisfying about their jobs, Van den Broeck, Carpini, and Diefendorff (2019) studied work motivation based on motivational theories, including Maslow's need hierarchy theory, reinforcement theory, theory of planned behavior, need hierarchy, valence-instrumentality-expectancy theory, goal setting theory, self-regulation theories, achievement goal theory, regulatory fit theory, and self-determination theory. Yadav (2019) argued that hygiene (maintenance) factors and motivators and hygiene factors in use (that do not necessarily lead to satisfaction) but whose absence leads to dissatisfaction were done. These were referred to as maintenance because they were required to maintain the present level of employee satisfaction. However, in contrast, Van den Broeck, Carpini, and Diefendorff (2019) further describe motivators as factors that are intrinsic to the job, provide satisfaction, and lead to higher motivation, the interdependence of hygiene factors and motivators to influence the employees in the workplace was explained., and a combination of hygiene (extrinsic factors) and motivators (intrinsic factors) were required to motivate employees and also described the relationship between the two-factor theory and Maslow's and other content theories (Yadav, 2019). However, Itzanier, Susan, and Albert (2019) used the Herzberg motivational theory to understand the factors that ensured employee retention. This theory was used just like Yadav (2019) and understood that motivational factors help in improving employee retention in an organization.

An analysis of the integrative motivation framework by Vander-Broeck and Diefendorff (2019) looked at the various motivational theories to understand what, how,

where, and when employees will be motivated. In contrast to the studies above, Pembri (2019) examined the application of Vroom's theory in the management of incentive schemes in a plastics company in Nigeria. Results from the study indicated that the company implemented an incentive plan and employed financial and non-financial incentive schemes in motivating their employees.

Like Yadav (2019), Fagar, Boateng, and Eshun (2019) developed an index that looked at the job satisfaction level of construction employees based on Herzberg's two-factor theory of motivation. Both studies have utilized the Herzberg motivational theory. However, Fagar, Boateng, and Eshun's (2019) findings indicated eight essential job satisfaction categories, which include supervision, work itself, interpersonal relations, responsibility, achievement, recognition, advancement/growth, and work conditions. In their recommendation, Fagar, Boateng, and Eshun (2019) recommended a supervisory supportive structure for the environment that may improve the job satisfaction level of the employees. This was in accordance with the recommendations from Vander-Broeck and Diefendorff (2019), who cited that employees were more motivated when they were supported by their supervisors.

As a result of findings from Yadav (2019), Fagar, Boateng, and Eshun (2019), and Vander-Broeck and Diefendorff (2019), it may be implied that the enhancement of the employee effort and supervisory support may assist in the enhancement of job satisfaction, and achievement of organizational objectives. Another study, the systematic review adopted by Low and Siti (2019), used a different approach and based his study on the Herzberg theory, just like Yadav (2019) and Fagar, Boateng, and Eshun (2019).

However, this study understood that the turnover rate of employees was one of the most frustrating issues that organizations have had to deal with over the past decade.

Slightly like these previous studies, which have all made use of theories such as Vroom and Herzberg, Koziol and Koziol (2020) used the trichotomy of motivational factors, which was an extension of Herzberg's theory. His results showed that motivation translates into satisfaction, while the absence of hygiene factors leads to dissatisfaction. These findings were similar to those of Yadav (2019), who also concluded that these various motivational and hygienic factors occur at the same time in the workplace. To summarize these views, Yadav (2019) and Koziol and Koziol (2020) finalize that these main variables of impact were attributable to having a different impact, although they occurred simultaneously in the workplace.

Similarly, Dzeina and Sretlana (2019) looked at the motivational factors of employees in the Latvian labor market and the importance of salary in the context. A comparison of the results with the motivational theories of Maslow, Adam, Nadler, Lawler, McClelland, and Atkinson was done. This study was very similar to Stefanescu and Stefanescu's (2019) study, which argued that training was identified as a motivational factor using Maslow's hierarchy of needs. As against these previous studies, Jabanji, Croteau, Audebrand & Marson (2019) studied the role that technology can play in employee motivation, and findings by the use of combining theory and empirical evidence developed a midrange theory of how organizations can support the self-motivation of gig-workers via the process of thoughtful design of their digital labor platforms and integration of social networking and social badging.

From the studies carried out, we can understand that the major theories that were used in this study included Herzberg's motivational theory, Vroom's motivational theory, and Maslow's hierarchy of needs theory. These theories were all employed by the studies to understand which motivational factors improved employee retention. This study, however, would base its study on the Herzberg motivational theory to understand the various factors that affect employee retention.

Employee Motivational Factors

Koziol and Koziol (2020) studied the main issues of employee motivation in the workplace and its methodology and made suggestions. The study employed the use of the trichotomy of motivation and divided them into three main motivators, which lead to satisfaction; hygiene factors, which lead to dissatisfaction; and demotivators, which lead to dissatisfaction. An analysis of the factors that were considered to reduce motivation to work was also included. The importance of this was to signify the presence of motivational factors in the workplace that may influence the relationship between the employees and management in their quest to achieve organizational goals.

However, in contrast, Jogodic (2019) studied the motivation of employees in the workplace with a focus on employees in the workplace and employee motivation using interviews. The factors identified included employee satisfaction and organizational climate, employee rewards and work assignments, and creativity at work. Using interviews, Tokar and Malinowska (2019), suggested a framework on employee motivation in the workplace. The findings from Jogodic (2019) agreed with those of Tokar and Malinowska (2019), who reported that motivational factors must consider the

health and functioning of the employees. Jogodic (2019) also added a new dimension by asserting that the workplace must have a conducive organizational climate a good reward system, and must satisfy their employees. However, from these studies, Takar and Malinowska (2019) further reiterated that it was important to ensure the health of their employees because it improved the productivity of the organization.

Siddiqui and Rida (2019) studied the impact of intrinsic and extrinsic motivation on employee performance and indicated a positive relationship between intrinsic and extrinsic motivation and employee performance and found that employee performance appeared to increase because of the effects of an increase in both intrinsic and extrinsic motivation. However, Rybnicek and Gutschelhofer (2019) took a peculiar route by using McClelland's long-standing need theory to understand how individual needs influence motivation and affect their heterogeneous rewards. Results from these studies appeared to point towards the fact that these motivational factors improved their performance, with Rybnicek and Gutschelhofer (2019) citing those heterogeneous kinds of rewards ensured neural activations in the brain reward circuitry and instigated a simulation. Therefore, we can infer that the presence of rewards in the workplace may have motivated employees to the satisfaction of their needs. The study would appear to support the assumptions of need theory and personality-based approach to the subject of work motivation. It was suggested that organizations may need to make provisions for need-specific systems to motivate their employees (Rybnicek and Gutschelhofer, 2019).

In contrast, Alabbadi & Agyekum-Mensah (2019) studied the effect of motivational factors on construction professional's productivity in Jordan using both

questionnaires and semi-structured interviews. The results found that a ranking of the top 10 motivational factors affecting the productivity of Jordanian construction professionals which were personal growth, career improvement, pay on time, decision-making ability, decent and respectful job, rewards, pay, high responsibility, challenging tasks job, work appreciation, and team cooperation. This view by Alabbadi & Agyekum-Mensah (2019) was supported by Basarangil & Altintas (2019), who assessed the effects of employee motivation on the working conditions in national/international food and beverage firms. Similarities from the studies showed that motivational factors affected employee performance, but a striking difference was cited by Basarangil & Altintas (2019), who suggested that these factors were dependent on the firm.

In contrast with the previous studies, Stefanescu (2019) used questionnaires to understand the various motivational factors that improved performance. This study is in tandem with the views of the previous studies, as motivational factors affect the performance of employees positively. A more extensive study that supported the previous views using questionnaires and interviews was carried out by Adegoke (2019), who found that motivational factors affected employee productivity positively. Conversely, Al-Tkhayneh, Kot, and Shestak (2019) examined motivation and demotivation factors that affected the productivity of employees in the public sector in EU countries by looking at the nature of motivation and the essence of motivational theories. This study employed interviews and understood that these included the observation of the concept of motivation management, identification and analysis of motivation, and demotivation factors affecting productivity and efficiency.

Al-Tkhayneh, Kot, and Shestak (2019) studied the modern concepts of motivation management systems via comparative analysis of EU countries, and the changes in motivation systems were analyzed. The relationship revealed the career models of civil servants in Western Europe and the size of their payment, a model for assessment of the influence of motivating and demotivating factors on employees at work was developed based on the experience of developed countries (EU and US) and the principles of the social exchange theory. The results from Al-Tkhayneh, Kot, and Shestak (2019) aligned with Cote (2019) as he examined the nature of multigenerational employees and suggested that organizations with multigenerational employees may need to deploy different motivational strategies to employees to elicit job satisfaction.

However, Guclu, Nergiz, and Unsal Akbiyik (2019) argued on the relationship between motivation, job satisfaction, and task performance based on Kovach's ten-factor model. Findings indicated that the most important ranked motivational factors were good wages, interesting work, and the feeling of overseeing things, all related to job satisfaction. In support, Cote's (2019) study asserted that trust with management, lack of job recognition, opportunities based on skills, positive relationships, and lack of compensation based on efforts affected motivation. Cote (2019) suggested that the evaluation of motivational theories, employee needs, and behavior could assist organizations in developing and implementing programs to increase motivation and drive performance (Guclu, Nergiz, and Unsal Akbiyik, (2019), including tactical discipline, job security, feeling of being in on things, opportunities for advancement and development,

personal loyalty to employees, and appreciation for accomplishments which were all related with task performance.

In contrast, Addair (2019) argued that leading by example, work environment and job performance helped improve employee motivation with the use of interviews because the employees were more comfortable. Going further, the studies argued that they would assist managers in employing strategies to motivate employees, and employees in the workplace were motivated to enhance their performance, thus serving as a basis for the achievement of organizational goals and objectives. Silbert, Jose, and Bijn (2019), just like Addair (2019) studied employee motivation and organizational productivity in which the impact of employee motivation on the organizational productivity of handloom firms in Bangalore, India was taken as a case study, and there was a positive relationship between employee motivation and organizational effectiveness. However, while Addair (2019) cites that leading by example, work environment, and job performance helped in improving employee motivation, Silbert, Jose, and Bijn (2019) argued that factors such as empowerment and recognition increased employee motivation, it was suggested that there was an increase in empowerment, and recognition of employees, the motivation to work would also improve in addition to their accomplishments and organizational performance.

Using questionnaires, Zhang (2019) revealed that employees' basic psychological need satisfaction and autonomous motivation are intermediary variables that can explain the positive impact of autonomy, which were the supportive working environment, employee characteristics on their work behavior, attitude, and mental health. The research

appeared to suggest that employee motivation seemed to have an effect and impact on their behavior and workplace. However, Churcher (2019), using a questionnaire, found that the general level of employee morale in the organization was moderate because of a combination of organizational and personal factors. It was instructive to note that employee relationships with other employees, management leadership style, and the work environment were the organizational factors that had a significant impact on motivation.

Kefay & Kero (2019) found that promotion, recognition, and training were significant predictors of employee motivation, and a significant portion of employees were at a good motivational level to perform the job. In contrast, Churcher (2019) indicated that salary enhancement, fringe benefits, and promotions were the most common motivational strategies used in the study, while training and development had the highest effects on employee morale. As regards non-financial incentives, Kenku, Tanimola, and Ishola (2019) also agreed that the need for achievement and growth initiatives were covariates of employee work motivation, and the need for achievement had a positive correlation with work motivation and increased with personal growth among non-academic staff.

Alalie, Haradu, and Noor's (2019) findings from their study indicated that hierarchy and culture negatively affect all types of SCA, and empowerment positively impacted SCA, and empowerment played a moderating role in the manner it would reduce the negative effects of hierarchy culture on SCA. It was therefore recommended that the strengthening of the development of organizational policies and procedures related to pushing towards achieving competitive advantage in Iraqi banks be

implemented. Studying motivational drivers in EU locations, Hitza, Rozsa, Potkany, and Lizbetinova (2019) understood that differences in the motivational factors were discovered in China & Russia which were attributable to the motivational factors related to age as observed in the regional analysis. Incentive plans were designed for the intercultural teams, which were to serve as enablers by employers to select specific motivational factors, and it was recommended that in the selection of motivational factors, cultural and age differences of employees should be taken into consideration (Hitka, Rozsa, Potkany and Lizbetinova, 2019).

Ali's (2019) findings indicated that employees believed that the fast-food industry did not have enough rewards available, which resulted in a lack of motivation and increased turnover. The employees were satisfied with the workplace, and employee relations were assisting in the motivation of employees for better performance, but the employees were not satisfied with management policies relating to employees and believed that the food industry was not providing enough investment in employee motivation through training, incentives, bonuses, and other rewards. This meant that the work environment played a major part in employee motivation, which was in support of Mawabi's (2019) study which indicated that reward management, career growth, work environment, and training and development had a positive significant impact on performance in Kenya.

However, Kasuma, Lestari, and Usman (2019) argued against Ali's (2019) view that cited the work environment affected motivation and asserted that performance influences increased employee motivation. Just as Kenku, Tanimola, and Ishola (2019)

agreed that achievement and growth initiatives were covariates of employee work motivation, which are non-financial incentives, Mansary-Pearce, Bagura, and Kanu (2019) argued that both non-financial and financial incentives were important in employee motivation, but financial incentives were more of an influence, especially in Sierra Leone. In supporting the use of incentives, Aziri (2019) supported Kenku, Tanimola, and Ishola (2019) and Mansary-Pearce, Bagura, and Kanu (2019) and cited that the application of incentives resulted in increased productivity through the enhancement of employee work performance, employee engagement, innovation and creativity, and organizational commitment and job satisfaction. Going further, he buttressed that the application of incentives served as an enabler for the motivation of employees and may have had an impact on improved organizational productivity.

Lorincova, Starchon, Weberova, Hitka, and Lipoldova (2019) viewed from the perspective of task performance and gender using questionnaires and understood that there was a statistically significant difference in the perception of motivation, especially in relation to job classification while significant differences were also observed between genders in the job category of blue-collar employees, just like previous studies from (Hitka, Rozsa, Potkany and Lizbetinova, 2019). Ali (2019), Kasuma, Lestari, and Usman (2019), Lorincova, Starchon, Weberova, Hitka, and Lipoldova (2019) recommended that there was a need to implement the motivational program by the HR function as an instrument of advancing employee HRM capability which was expected to lay a foundation, be an enabler, and serve as an instrument for the full optimization of employee motivation in the workplace. These views were supported by Weberova, Hitka,

and Lipoldora (2019), who added that the implementation of a motivational program by the HR function was an instrument for advancing employee HRM capability.

Similar HR studies, especially one carried out by Saengchai, Siriattakul, and Jernsittiparsert (2019) to understand the connection between HR practices, employee motivation, employee empowerment, and employee performance in engineering firms in Indonesia, showed that motivational factors improved performance. Similarly, Girdwichai and Sriviboon's (2020) findings indicated a significant relationship between performance and employee motivation, and training had a positive but moderate relationship to employee performance, and a healthy positive working environment enhanced performance. While he argued that a more relaxed work environment sparked increased motivation, Firza, Musa, and Joko (2019) argued that the leadership approach used improved motivation but was not significant to employee performance on employee discipline of work. However, they argued that while motivation had a positive and significant effect on the discipline of work and employee performance, it was not significant on the performance of Bank XYZ employees.

Jayasekara and Weerasingbe (2018) showed that motivation was seen to have a significant nexus with turnover intention, and the conclusion was that generational differences significantly moderated the nexus between motivation and turnover intention. In comparison, Bhagwandeem (2021) and Jayasekara & Weerasingbe (2018) argued that an organization should use a mixture of motivational factors (intrinsic and extrinsic) to reduce employee turnover intention. Redelinghuys, Rothman, and Botha (2019) highlighted that organizations were advised to develop modified strategic frameworks to

maintain a healthy balance between individual and environmental characteristics, as it would serve as a conducive workplace that may be adopted, thus creating a work environment that supports talent retention, and performance which may occur thereafter.

Saether (2019) examined employees' innovative behavior (IWB) contribution to organizational innovativeness in the context of new processes, products, and services that can influence motivational antecedents of employees' IWB. The analysis indicated the relationships between motivational forms from self-determination theory and person-organizational (PO) fit to provide insight into some of the factors that can influence high-tech R&D employees' IWB. Results from R&D employees in 3 high-tech companies indicated that employees with higher levels of PO fit had higher levels of autonomous (intrinsic) work motivation and autonomously motivated employees engaged in IWB more frequently, and autonomous motivation forms mediated PO fits relationships with IWB (Saether, 2019). Pay justice (distinctive justice) and organizational support of creativity were significantly associated with PO fit, which was suggested may be useful for managers when employee fit, motivation and innovative work are taken into consideration. Managers were advised to encourage the innovative behavior of R & D employees, to be prudent and seek congruence between organizational values, and to support employee autonomous motivation (Saether, 2019).

The relative success of an organization is influenced by the individual performance of employees, and their skills and mental conditions may have been necessary for the elucidation of productive behavior to work, and the individual motivation was necessary that could propel the creation of proactive behavior (Suyoto,

Prasetio, Nalbaho and Sumedi, 2019). However, Stallworth (2020) studied the strategies adopted by five transformational business leaders in Southern Mississippi, USA, to improve employee retention in a fast-food restaurant and revealed that communication, positive reinforcement, and training were the three basic themes of the study, emphasizing the importance and relevance of the presence of these motivational factors in the workplace.

Parashakti, Fahlevi, Ekhsan, and Hadinata (2019), just like Redelinghuys, Rothman & Botha (2019), showed that the working environment influences the motivation of employees. An assessment of the effectiveness of different retention strategies and procedures (model) for testing the effectiveness of different strategies on HR data was done by Rombant and Guerry (2020). The model, which was a motivating tool, was based on the random forecast estimation and applied personal treatment learning estimation. Findings indicated that retention strategies of compensation and recognition were found to have an effect on the employees, and the ability to profile the employees was deemed necessary in order to develop a database of employees (Rombant and Guerry, 2020).

Noor, Zainuddin, Madaud, and Nara (2020) measured the effect of employee motivation on job performance among non-academic staff in a public university in Sarawak, Malaysia. The independent variables were working environment, individual needs, and personal preferences. The analysis indicated that the three variables were positively significantly related to job performance, which was suggested may assist organizations in increasing productivity as motivation was an essential factor in affecting

job performance (Noor, Zainuddin, Madaud, and Nara, 2020). Stom (2019) understood that contingent factors were classified as small firm characteristics and knowledge worker person-organization fit; additional contingent factors for long-term retention were environmental, knowledge workers require cognitive intrinsic factors to increase organizational commitment, and extrinsic rewards need to function together to create an optimum program for the knowledge worker (Stom, 2019). The study indicated the importance of intrinsic motivation as an important factor in employee motivation in the workplace.

Tsvangirai and Chinyamurindi (2019) assessed the effect of workplace surveillance on employee engagement and employee motivation among employees of the Zimbabwe Revenue Authority and found that employee engagement and workplace surveillance had a significant positive relationship with employee motivation. Alam, Alias, and Hassan (2019) argued that leave and holiday factors had the most significant positive relationship towards employee motivation, welfare facilities had a positive significant effect on employee motivation, harassment, and abuse had a significant negative effect on employee motivation, wages had a significant positive relationship on employee motivation, and discrimination and employee motivation were negatively correlated. Anas and Nadkarni (2020) supported the view of Alam, Alias, and Hassan (2019) and indicated that individuals were not demotivated, enthusiastic, positively motivated, target achievement concentration, spent on self intermittently, no perfection in anything, and the key to success may be motivated when they were abused at the workplace. Harassed or not appreciated. To this end, Sever and Malbasic (2019)

explained the importance of the job characteristic model (JCM) in the business environment and demonstrated its impact on employee motivation with an emphasis on job satisfaction, with the findings indicating the presence of positive job characteristics (feedback, autonomy, and performance of tasks) as important indicators of increased employee motivation and job satisfaction which aligned with the views of Storm (2019) who reported that extrinsic factors such as performance of tasks improved employee motivation.

Vohra and Iraqi (2020) explored the importance of soft skills of employees on performance concerning how soft and hard skills could be combined to enhance and improve performance; the analysis of the research indicated a positive correlation between training and employee performance in Pakistani companies, with an emphasis on a semi-permeable process for employee performance. Supporting the above view were Ting, Chuen, Poon, and Ahmed (2020) who examined career advancement as an instrument for matching employee careers with organizational goals and objectives to enhance the maintenance of satisfaction and commitment. The results of the study indicated that the identified variables had a significant impact on career advancement.

Islam, Ashton, and Ngellambong (2020) supported Storm (2019) who cited that intrinsic motivation was an important factor in employee motivation in the workplace and understood that intrinsic motivation was positively related to job satisfaction, and the most influencing factors were recognition of work itself, advancement, and responsibility. Identified extrinsic factors (salary, technical supervision, working conditions, company policy, and administration and job security) were found to be related

to job satisfaction. This was in line with the views of Jayasekara and Weerasinghe (2018) who argued that that organizations should use a mixture of motivational factors (intrinsic and extrinsic) Islam, Ashton, and Ngellambong (2020) further asserted that Job satisfaction was to employee commitment to work in the low-cost airline company, and organizations were advised to focus on the improvement of employee job satisfaction which may assist in organizational commitment.

However, focusing on career, Ayankola and Popoola (2020) examined work motivation and self-esteem as predictors of career fulfillment among health information management personnel in federal teaching hospitals in Nigeria. From the study, the total variance in employee career fulfillment was attributed to employee work motivation and self-esteem, while irregular payment of salary and uncondusive working conditions were challenges identified in the fulfillment of employee career fulfillment. Rajaram & Pruthvi (2019) looked at the effect extrinsic reward system had on employee motivation levels, in line with the views of Storms (2019), and found that the results indicated a linkage between the rewards and employee motivation, as well as a significant relationship between employee performance and reward.

Just like previous studies, Mahalawat and Sharma (2019) examined the factors that affected employee satisfaction, which included employee motivation, employee goal achievement, and employee morale in the workplace. Other factors identified that affected employee satisfaction included, organization development factors, job security factors, work task factors, policies of compensation and benefits factors, and opportunities that provided satisfaction to employees such as promotion and career

development. However, Saad, Ulah, Iqbul, Hussain, and Salman (2020) argued in line leadership that transformational leader had a strong impact while the laissez-faire leader had the weakest impact on employee motivation, against Baharudin and Ridzuan (2019), who looked at the factors of employee satisfaction that are linked to lecturers to include work relationships, job security, self-sufficiency, payment, and reward.

Okeke, Ugwu & Ngige (2020) examined reward management and employee performance in selected manufacturing companies in Nigeria and looked at the extent to which extrinsic reward affects employee performance in the organizations. Findings were in line with Mawabi's (2019) study which indicated that reward management, such as extrinsic rewards, were targeted at employee motivation and performance maintenance, and the payment of salary assisted in employee performance, fringe benefits, money, promotion, and attracted and retained the employees. Okeke, Ugwu, and Ngige (2020) indicated that employees were rewarded intrinsically, tended to work at high levels of productivity, and aimed at professional development. This was further supported in Rajaram and Pruthvi's (2019) study, which looked at the effect extrinsic reward systems had on employee motivation levels. Extrinsic reward systems had a significant positive impact on employee performance, and intrinsic reward had a significant positive impact on employee performance.

Dim, Okeke, and Nwankwo (2020) looked at the effect of non-financial rewards on the organizational performance of selected manufacturing firms in Nigeria to determine how employee recognition would influence the organizational performance of foam manufacturing companies. Findings from the study indicated that there was a

significant impact on organizational performance because of employee recognition which was supported by Rajaram and Pruthivi (2019) and Okeke, Ugwu, and Ngige (2020). However, Dim, Okeke, and Nwankwo (2020) argued that although the extent of employee motivation was minimal and thereby did not encourage employee performance, career advancement had positive effects on organizational performance. Organizations were also to provide monetary rewards and non-monetary rewards for employees and then examine the effect of non-monetary rewards on organizational performance and profitability (Dim, Okeke, and Nwankwo, 2020).

Kommashie and Austim (2019) looked at job satisfaction, employee motivation, and demographic factors that influenced organizational commitment amongst teachers to provide stakeholders with the information necessary for the adoption of policies that would minimize challenges relating to teachers' organizational commitment. The results of the study indicated that motivation and job satisfaction positively influenced teachers' organizational commitment, demographic factors significantly negatively correlated with organizational commitment, age correlated positively but not significantly, and gender correlated negatively but not significantly. Wati, Indratjahyo & Saragih (2020) analyzed the effect of leadership style and competence on employee performance through motivation in the East Jakarta, Indonesia, administration of the forestry department. Analysis and testing of the relationship between variables by breaking the correlation coefficient into direct and indirect effects were done, and results indicated that employee performance was directly affected by leadership style and employee competence. The relationship between leadership style and competence in employee performance was not

seen to be mediated by motivation (Wati, Indratjahyo, and Saragih, 2020). However, his views were in support of those of Firza, Musa, and Joko (2019) who argued that the leadership approach used improved motivation but was not significant to employee performance on employee discipline of work.

However, Tri and Zhou (2019) examined the effect of transformational leadership and compensation on innovation behavior with extrinsic motivation as a mediator and stated that a complex and competitive organizational environment had laid the foundation for survival and growth. His results were in contrast with those of Firza, Musa, and Joko (2019) and Wati, Indratjahyo, and Saragih (2020), who had previously argued that leadership had no effects on motivation. The factors of extrinsic motivation, compensation, and transformational leadership were said to influence employee behavior. The results of the study indicated that the role of transformational leadership and compensation may have an effect on innovation behavior through extrinsic motivation as an intervening variable and could be measured by the comparison of the value of transformational leadership and compensation on innovative behavior directly with the value of its total influence. This view was supported by Saad, Ulah, Iqbul, Hussain, and Salman (2020) who cited those transformational leaders had a strong impact while laissez-faire leaders had the weakest impact on employee motivation.

Linking motivation and retention of employees, Koszela (2020) examined the influence of staff turnover on work motivation and job performance of employees in the IT sector and stated that voluntary staff turnover was common in the industry and may impact job performance and motivation, among other factors. The results of the study by

Koszela (2020) indicated that voluntary employee turnover had a negative effect on the job performance of employees, served as a moderator for the relationship between work motivation and job performance, and reduced the positive effect of work motivation on job performance for employees in the IT sector, which was supported by Jayasekara and Weerasinghe (2018) who highlighted that motivation was seen to have a significant nexus with turnover intention and the conclusion was that generational differences significantly moderated the nexus between motivation and turnover intention.

Baig, Siddique, and Wajidi (2020) studied the need for the motivation of female employees for organizational development and change as an innovative tool that may be used in an organization and portrayed motivation as a catalyst for female employee progress in such organizations. The results of the study indicated that several factors, including family restrictions, workplace harassment, and lack of motivation in the workplace, were indications of demotivation in organizations. These factors were said to have affected the performance of the female employees and thereby created challenges in the process of change and organizational development. Setiyanto and Pamuji (2020) examined the influence of leadership style, team cooperation, communication, and compensation in relation to the working motivation of harbormaster employees in Perak, Malaysia. This study was similar to that carried out by Wati, Indratjahyo, and Saragih (2020) and Saad, Ulah, Iqbul, Hussain and Salman (2020). Similarly, leadership style, teamwork, communications, and compensation were seen to have some effect on work motivation, while teamwork had a dominant effect on the motivation to work.

Dorcas, Oparanma, and Ejo-Orusa (2020) examined the relationship between training and employee motivation of non-governmental medical organizations in Port Harcourt, Nigeria, and findings indicated a positive significant relationship between training and employee motivation of the non-governmental organizations. It was concluded that training had a positive significant influence on employee motivation, and there was a recommendation for the implementation of training programs as a tool for the motivation, growth, and development of the employees (Dorcas, Oparanma, and Ejo-Orusa, 2019). In addition, Olufunminiyi (2019) examined the influence of employee performance and self-esteem of employees of Dangote Flour Mills plc, Nigeria, to determine the contribution of work motivation to employee job performance. The results indicated a significant relationship between work environment and employee's self-esteem and a significant relationship between work environment and employee's job performance and self-esteem.

The study was in line with Addair (2019), who argued that leading by example, work environment and job performance helped improve employee motivation with the use of interviews because the employees were more comfortable. It was recommended that organizations focus on factors that would encourage a conducive work environment and may enhance self-esteem and employee performance, and they were advised to implement good motivational incentives and performance management systems (Olufunminiyi, 2019). In line with the studies of Olufunminiyi (2019), Addair (2019) and Dorcas, Oparanma, and Ejo-Orusa (2019), Bartholomew and Bakut (2019) examined the relationship between work environment and employee work performance in selected

deposit money banks in Bayelsa State, Nigeria. Findings indicated that the dimensions of the work environment, including leadership style, communication and coordination, conflict management, and staff cohesion showed a significant relationship with employee work performance. Other studies such as Okpako and Onuoha (2019) examined management approaches such as effective communication and shared responsibility that managers could adopt in the solution to issues from the workplace involving ethnicity, age, and gender diversity. Managers were advised to apply effective communication and shared responsibility as strategies to the management of workplace diversity issues that may lead to more committed and better-performing employees and invariably a better prospect for high productivity for the organization.

Amaeshi (2019) looked at the effect of reward management on the performance of selected breweries in southeast Nigeria. Findings from the studies indicated that recognition/praise rewards, pay/bonus rewards, work environment, training, and development had a significant positive relationship with employee performance in the breweries. It was recommended that management should adopt feedback mechanisms that would give them an indication of the performance level of the various reward systems that were operational in the organizations. Like the study by Storm (2019), Alegbeleye, Unegbu, Babalola, and Gbemi-Ogunleye (2020) investigated the work environment and performance of employees in university libraries in southern Nigeria, where a high level of employee task performance was established. A significant positive relationship was established between the work environment and the performance of employees, and a significant combined influence of work environment indicators on the

tasks and performance of the employees. Occupational safety, workload, and health safety had some influence on task performance, and the physical environment was the work environment indicator that had a significant influence on the contextual performance of the employees (Alegbeleye, Unegbu and Gbemi-Ogunleye, 2020).

Yahaya, Jamari, Mustapha, and Abubakar (2019) examined the factors motivating academic staff with a focus on Gombe State University, Nigeria, by the assessment of motivational levels and identified factors of motivation and measured the strength of the motivating techniques applied to academic staff. The results indicated that the motivational tools and the techniques applied were relatively fair, and suggested the need to increase employee motivation, salary, and wages, and support in the achievement of set goals which may facilitate job satisfaction. Orji and Ezimmuo (2019) studied the effect of financial incentives on employee work habits and performance in the Nigerian public sector, and poor performance may have been attributed to several factors, including low financial incentives and limited opportunities for career advancement. The findings indicated a significant relationship between financial incentives, work habits and performance of employees, and limited opportunities for career advancement, while the provision of training opportunities and career development programs may have motivated and encouraged higher employee performance. Orji and Ezimmuo (2019) stated further that the lack of annual salary increments tied to employee performance may have contributed to low motivation and performance and suggested the implementation of improved financial incentives that would enable employees to be motivated and thereby encourage better performance. It was recommended that a better understanding of

employees, financial incentives, and career advancement opportunities be combined to enhance employee behavior and overall performance.

Ebia and Godswill (2019) looked at organizational communication and workplace efficiency in Flour Mills Limited, Nigeria, with the objective of assessing the role of organizational communication in setting up workplace efficiency in the company and discovering the various means of communication between employers and employees. The findings indicated that organizational communication was significant to organizational efficiency, and the means of communication between employer and employees did influence the objectives of their relationship. It was recommended that a regular implementation of organizational policies, goals, and objectives should be communicated to employees to improve work performance and sort out communication barriers, that may create an efficient, participative, and transparent communication link geared towards improved commitment.

Ikechukwu, Hart, Ezeh, Idalunimulu, and Jude-Peters (2019) indicated that employee appreciation and involvement in the decision-making process in an organization may create enhanced enthusiasm and motivation for better performance and loyalty. Managers were advised to focus on the training of employees, evaluate employee suggestion schemes, utilize the feedback for the improvement of the organizational environment and fulfillment of employee needs, focus on the reduction of job dissatisfaction, and utilize the use of motivating factors. Ikechukwu, Hart, Ezeh, Idalunimulu, and Jude-Peters (2019) further recommended that construction companies should create a better work environment, recognize and promote employees for better job

performance, and advise that employees be involved in policy-making which may enhance job performance. Nwokorie and Aneke (2019) examined motivation and its effect on organizational performance in the hospitality industry through the training needs approach in 10 selected hotels in Enugu, Nigeria. The findings revealed a relationship between training and improved productivity and training and enhanced employee morale. Hotels were advised to utilize training programs to elicit employee performance that may induce changes in the techniques and professional dynamics on the job. This is expected to include job rotation programs that may make employees self-motivated, flexible, innovative, and willing to learn and communicate better.

Subair and Adebola (2019) examined the influence of job context-related variables (supervision, job security, organizational policy, working conditions, and interpersonal relations) on academic staff commitment in Nigerian federal universities. Results indicated a significant positive influence of job-context-related variables on academic staff commitment, and supervisors had a more positive influence on academic staff commitment. Subair and Adebola (2019) stated that job security exhibited a positive influence on academic staff commitment and interpersonal relations, working conditions, and organizational policy and administration and that it had a positive influence on academic staff commitment exhibited by the employees depending on the job context-related variables.

Olulube, Obilor, Mmom, and Nwachukwu (2018) discussed the improvement of the quality of education through innovation, diffusion, and sharing of motivation practices as policy formulation on motivation best practices. Institutional leaders were

advised to apply the principle of behavior modification for employee performance improvement and indicated that employee-related sources of motivation seemed to have a greater impact on job performance. Udih and Agbadudu (2019) assessed the impact of motivation on organizational productivity in Benin, Nigeria, and the results indicated that motivation had a significant relationship with organizational productivity, and reward and motivation of employees were enduring towards predisposed organizational productivity. Udih and Agbadudu (2019) stated that employee performance was the most important factor affecting the overall organizational performance and the success of the organizational competitive market situation. An organizational survey was recommended to determine the type of motivation to be utilized to ensure that solutions satisfy individual needs, and reward motivation was suggested for possible improvement of employees who satisfy organizational job requirements based on designed organizational models.

Nzelum, Unegbu, Nworie, and Irunegbo (2019) examined the reward system variables and job satisfaction of libraries in Imo state, Nigeria, and findings revealed that the rate of compensation improved positively the rate of librarian's satisfaction increased in direct proportion, and the rate of welfare benefits increased the rate of satisfaction and job commitment increased. It was recommended that compensation be given to workers in direct and indirect forms in the form of a package towards the achievement of organizational goals, as well as welfare services. Welfare services were advised to be implemented to encourage employees, strategies should be adopted to take care of child welfare, and prompt payment of salary should be a priority.

Nwamuo (2019) assessed the effect of rewards on organizational performance in Nigerian Breweries plc, Nigeria, intending to investigate the effect of salary increases, cash bonuses, and promotion on organizational performance. Findings indicated that salary increases, cash bonuses, and promotions to employees had a positive effect on organizational performance. It was recommended that organizations should achieve a balance in the application of extrinsic and intrinsic rewards, which appeared to influence aspects of employee behavior, and a review of the reward policy geared towards the motivation of employees to elicit commitment and improved performance. Abioro, Abiodun & Solaja (2019) examined the different motivational strategies that could be adopted to the commitment of group members. Findings revealed that talent development, financial rewards, and workplace relationships had a significant effect on group members' commitment. The conclusion reached was that properly motivated group members could be made to be committed, and managers were advised to develop various motivational strategies with a focus on a mechanism for talent development to achieve group member commitment geared towards the achievement of organizational goals and objectives.

Osita-Njoku and Anyaoha (2019) examined the impact of internal corporate social responsibility on employee performance in the Nigerian National Petroleum Corporation (NNPC). Findings indicated that the provision of healthcare services had reduced employee absenteeism and employee training, which led to employee effectiveness in NNPC. Osita-Njoku and Anyaoha (2019) recommended the prioritization of social responsibilities by organizations to employees through the development of employee-

oriented programs, advocated the constant training of employees to increase employee knowledge on tasks, and advised organizations to implement policies that take periodic health checks and evaluation of employees into consideration.

Benson and Lasisi (2019) assessed the extent to which the management of the reward system affected employee performance in the Lagos state civil service in Nigeria. The premise of the study suggested that employee performance was a product of how organizations can manage the reward system and is often determined by the level of employee participation on the job, which may lead to improved job performance. The results of the study indicated a high level of relationship between rewards management and employee performance and concluded that effective management of rewards had great implications on employee performance. An open reward system based on fair access that ensures credibility was recommended, and employee reward managers were advised to make the implementation of an effective reward system a priority.

Indriyani, Suprpto, and Tjok (2019) examined the impact of leadership competencies and a supportive work environment on the work motivation of marketing employees at PT Sinar Sosro, Indonesia. Results showed that leadership competencies had a significant positive influence on the employees' work motivation, and leadership competency and a supportive work environment had a significant positive effect on work motivation. Ogunyemi, Adewole, and Akinde (2019) assessed the effects employee remuneration had on productivity in Nigerian Breweries plc, Nigeria, where the findings revealed that a quick payment of employee remuneration had a great influence on employee productivity. I concluded that a remuneration package and constant

remuneration payments promoted morale and increased team cohesion. It was recommended that organizations should provide security and health protection benefits to employees and do a review of the current retirement package to have a positive influence on productivity, create a sense of loyalty, and attract and retain employees geared towards improved productivity.

Rahman, Abidin, and Hasan (2018) assessed employee motivation in higher education institutions in Kuala Lumpur. Major findings indicated a predictor variable variance in employee motivation and the largest coefficient was for work and relationships; work and relationships made the strongest contribution in explaining the dependent variable, employee motivation. Job security and the environment were the second most influential predictor variables, and rewards and recognition were the third most influential predictor. It was recommended that higher education institutions put a mechanism in place to monitor salary and benefits as they had a negative influence on employee motivation.

Farah (2019) examined the effect of motivation on organizational performance at UNESCO, Somalia, concerning the effect of work environment, reward, and training on organizational performance. Results indicated that university risk did not influence financial performance, work environment, reward, training, and financial performance predicted the role of motivation, and university risk had a significant effect on the role of motivation on financial performance. Employers and employees were advised to work towards the role of motivation in financial performance.

Nantale (2019) studied the relationship between employee motivation, job satisfaction, and job performance among employees of the Uganda Manufacturers' Association (UMA). Results indicated a significant relationship between employee motivation and job performance and a significant positive relationship between job satisfaction and job performance among the employees. Nantale (2019) recommended that UMA investigate the various factors that boost employee satisfaction, and employees had different means of satisfaction (intrinsic or extrinsic). Nantale also suggested that work performance could be promoted using appropriate motivational factors in the workplace. A similar study by Ibrahim & Daniel (2020) looked at the connection between motivational measures and employee job commitment within First Bank plc in Nigeria. The findings indicated that motivation remained a vital instrument in the improvement of the commitment of employees. This was in line with studies carried out previously by Nantale (2019) and Rahman, Abidin, and Hasan (2018). The level of employee commitment was said to have dipped because of the poor motivational measures applied by management. Employees sought ways and means to improve the commitment of employers and the inability of efficient communication channels made it imperative for organizations to seek the form of motivators that would be necessary for the achievement of organizational goals. It was recommended that managers should identify specific forms of financial and non-financial motivational factors to boost employee commitment, thereby improving employee performance (Ibrahim & Daniel, 2020).

Sabo (2022) assessed the impact of motivational factors on workers' productivity in the construction industry in Jos, Nigeria, via the instrument of questionnaires and

emphasized that motivational factors have an impact on the workers in the construction industry. He emphasized the role of intrinsic motivation among the workers in the construction industry, which included recognition and development, Job characteristics, and having responsibilities to perform. Ihemereze et al. (2023) studied the relationship between monetary incentives and workers' performance within the automobile industry in Nigeria. The findings revealed that the workers had an understanding and were familiar with the factors of monetary incentives that focused on the variables of their interaction in the workplace. The 2 factors that were significant determinants of enhanced performance and workers' acknowledgment of their role were bonus payment and pay raises.

Taiwo & Taiwo (2023) emphasized the inadequacies of the retirement benefits framework with a requirement for adjustment in order to improve employee contentment and performance. Those monetary incentives, including salaries, bonuses, pay rates, profit-sharing, and retirement benefits, have a significant influence on workers' performance in the Nigerian automobile industry. The critical actions that can stimulate improved motivation, job satisfaction, and superior performance within the Nigerian Automobile industry include transparency, timely salary reviews, and bonus disbursement. Others included the implementation of performance-based pay rise policies, enhancing retirement benefits, and transparency in monetary incentive processes.

Nnamani, Ugwu & Nnamani (2023) examined the influence of motivational incentives and the performance of electricity services in Enugu, Nigeria. The findings

stated a positive relationship between recognition and rewards on the output, as well as a positive linkage between professional development and the quality of the production of electricity services in Enugu, Nigeria. In another study, Okelieuwa, Imumolen & Ikwunne (2023) studied the impact and significance of occupational health and safety policies on workers' performance in the workplace in NNPC Enugu, Nigeria. The findings stated that the implementation of robust health and safety policies had a positive impact on workers' performance, as it appeared to improve the physical attributes of the employees and enhance their motivation, job satisfaction, and overall productivity. The significance of employee involvement in the planning process, a qualitative work culture, and encouraged active participation in the identification of hazards that led to creative opportunity innovation were emphasized. Most importantly, regular safety audits and continuous education and training programs are advised in order to ensure the sustained effectiveness of occupational health and safety policies.

Summary and Conclusions

A summary of the major themes that emerged after the exhaustive review of current literature appears to include the following: concept of motivation, motivational theories, employee motivational factors, and factors that motivate employees in Nigeria. A summary of these themes has been presented. The concept of motivation would include Aga, Mbah & Okafor (2019), who looked at the motivation of Nigerian employees in a beverage company and indicated that motivation had a positive effect on higher incomes and the organization. Kolo (2019) identified the motivational factors related to services and income of employees and linked them to the job satisfaction of healthcare employees

in Nigeria. It is expected that this study may fill the gap in motivational studies that have been done in the Nigerian workplace, as well as add to the existing knowledge of managers that may be used to influence employee motivation.

Concerning motivational theories, Stefanescu & Stefanescu (2019) stated that the main motivational theories and their relevance to Romanian financial institutions. The theories included Maslow's theory of needs hierarchy, McClelland's theory of success acquisition, Herzberg's dual factor theory, and Alderfer's ERG theory. Others included Vroom's expectancy theory, Adam's equity theory, and McGregor's theory X and Y. It was recommended that the motivational process should be personalized to identify the motivation of employees and develop a motivational plan for them to achieve maximum results. Itziar, Susan & Albert (2019) grouped motivational needs, traits, values, and cognition, with an emphasis that the satisfaction of a need was a critical common factor of motivational theories. Yadav (2019) evaluated Herzberg's two-factor theory by assessing factors that employees find to be satisfactory and non-satisfactory in their jobs. Van der Broeck, Carpini & Diefendorff (2019) did a study on work motivation based on motivational theories and presented a review of the main theories and integrative framework.

In terms of employee motivational factors, Kozoil & Koziol (2019) examined the main issues of employee motivation in the workplace and its methodology and suggested three main approaches, namely, motivators, hygiene factors, and demotivators. Tokar & Malinowska (2019) indicated a framework for employee motivation in the workplace with a focus on employee health and optimal functioning, while Siddiqui & Rida (2019)

examined the effect of intrinsic and extrinsic motivation on performance, which indicated a positive relationship. Rybnicek & Gutschelhofer (2019) stated how individual needs influence motivation, which is influenced by rewards if the needs of the employees are matched. It was suggested that organizations may be required to ensure that in the design of the motivational system, the needs of the employees should be taken into consideration to motivate them.

About factors that motivate employees in Nigeria, Okeke, Ugwu & Ngige (2020) studied reward management and employee performance in selected manufacturing companies in Nigeria. It was indicated that extrinsic rewards were targeted at employee motivation and performance maintenance, payment of salary assisted in employee performance, benefits, promotion, and attracted and retained employees. Dim, Okeke & Nwankwo (2020) also studied how employee recognition, especially career advancement, had a significant effect on organizational performance in selected manufacturing companies in Nigeria. Balhalomew & Bakor (2019) examined the relationship with employee work performance in selected deposit money banks in Bayelsa State, Nigeria. Amaeshi (2019) studied the effect of reward management, such as recognition/praise rewards, pay/bonus awards, work environment, training, and development, and indicated that they had a significant positive relationship with employee performance in selected breweries in southeast Nigeria.

Another major thing to note is the fact that most of the studies that have been analyzed in this review have employed the use of interviews and questionnaires. Interviews provide the researcher with the opportunity to adequately understand every

perspective of the participant and ensure that they fully relay their feelings and experiences on the subject matter. Also, they employed questionnaires, as they can help obtain the relevant data required for the study. For this research, the interview approach would be employed because it would help in providing a holistic view of the topic at hand.

In summary, the review of the literature reflected the presence of different types of factors that motivated employees in the workplace. The essence of the study will be to discover the different types of factors that motivate employees in Nigerian workplaces. The literature review has provided the background for this study, and the following chapter will describe the methodology to be adopted. These would include a description of the research design, the role of the researcher, participant selection, data collection, and analysis.

Chapter 3: Research Method

The purpose of this qualitative study was to identify, understand, and describe the factors in the workplace that motivate organizational representative employees in Nigeria. This chapter includes a section on the rationale for the research design and a statement of the central tradition that was used. The rationale for the choice of a qualitative case study is provided, and explanations are given regarding its effectiveness. The role of the researcher is explained. The methodology of the research is described to provide a basis for possible replication of the study. Participant selection logic, instrumentation, and procedures for recruitment, participation, and data collection are described. The data analysis plan is described, and issues of trustworthiness (credibility, transferability, dependability, and conformity) are stated. The ethical procedures that were adopted are described, and other ethical issues, such as the environment of the study, conflict of interest, or power differentials, are addressed.

Research Methods

The purpose of this qualitative case study was to identify, understand, and describe the factors in the workplace that motivate organizational representative employees in Nigeria. Chapter 3 contains the data that were obtained during the interviews conducted with the 16 employees in the organization. This chapter also provides the research design and the research tradition. This chapter outlines the major roles of the researcher, the methodology used, the selection of participants, why they were chosen, and how they were chosen. This chapter also outlines the data collection instrument, interviews, and analysis strategies, which would be content analysis, and

outlines the various issues of trustworthiness. The findings of this study may provide adequate knowledge for business managers to improve their employee productivity. The results of this study may also contribute to social change by helping managers understand the strengths of their employees and evaluate the best motivational factors that may improve their productivity.

Research Design and Rationale

The overarching research question was the following:

1. How do the employees describe the factors that motivate them in the workplace?

The other research questions were the following:

2. How do the employees describe how the factors motivate them in the workplace?

3. How do the employees describe the benefits of the factors that motivate them in the workplace?

The qualitative case study design was used in this study. Merriam and Tisdale (2016) and Schoch (2020) described the case study research design as an extensive analysis and evaluation of a bounded system. This design provides the researcher with opportunities to obtain a better understanding of a phenomenon and its meaning for the required individuals. A major advantage that a case study brings is that it offers examples of the researcher's experience instead of offering generalized information (Schoch, 2020). The choice of case study is a qualitative and process characteristic instead of a quantitative and result characteristic. According to Halkias and Neubert (2020), the

information obtained from case studies has a significant effect on the planning of programs, the development of policies, and the establishment of future research.

The phenomenological approach, which is also a qualitative design, was considered but not chosen because the purpose of the current study was not to explain individuals' lived experiences. Moustakas (1994) asserted that phenomenology includes interviews for the collection of extensive information from respondents about the experiences that have had. Research techniques that are often used in phenomenological research are limited. However, certain researchers obtain in-depth knowledge from interviewing respondents. Other phenomenological strategies include participant observation and analysis of participant responses to interview questions.

The case study was chosen because it provided a more extensive description of perspectives and views of a certain event or situation (Stake, 2010). Case studies can offer detailed descriptions of existing situations and case contexts. In the current study, other qualitative approaches such as grounded theory, ethnography, and phenomenology were considered. According to Van Manen (2014), phenomenology describes the way a phenomenon is explained as it is lived, realized, and experienced by individuals.

Data collection techniques in phenomenology are dependent on interviews for the interpretation of collective experiences of situations and, therefore, would have limited my ability to collect data from other sources needed for the study. Ethnography is used to understand individuals who live in certain cultures by spending enough time observing them. Case study research does not need the researchers to live or closely observe the participants. Flint and Woorduf (2015) asserted that grounded theory research requires

the combination of numerous analytic iterations, interviews, and checking of facts. Phenomenology prioritizes similar features of life experiences that have been interpreted and recorded from the views of the participants. For the current study, the case study was adopted because it provided the opportunity to explore various data sources to ensure that readers have a detailed description of the employee perceptions and experiences of motivational factors. The descriptions came from various materials that were collected from the interviews with respondents, summary notes, and important documentation (see Merriam & Tisdale, 2016).

Role of the Researcher

The role of the researcher was that of an observer who was involved in the interview process with participants, which involved asking questions to elicit appropriate responses. The researcher, ensured that the participants were adequately briefed about all aspects of the study before the interviews were conducted. This was documented in the interview protocol that was developed, and participants signed off on the consent forms before the interviews.

To mitigate possible researcher bias, the researcher developed ways and means to ensure that research management techniques were adopted. These included the adoption of all aspects of the scientific qualitative method. All processes and procedures involved in the study were documented and discussed with the participants based on the interview protocol that was developed. Other aspects of researcher bias, including misconception, perception of the participants and their environment, and other observations, were not allowed to influence the study. The researcher did not have any working or personal

relationships with any of the participants in the study, and did not hold any position of power or influence that could have guided the results of the study. All the participants were informed that their identities would be confidential, and that their names/identities would not be used, as they would be coded. All the interviews were recorded to ensure proper documentation.

The experience of a researcher in a case study might affect the confirmability and credibility of the results (Yin, 2014). Bombala (2014) noted that a qualitative researcher must look to remove personal bias, individual experiences, principles, ethics, and feelings when conducting research. Personal bias should be monitored to ensure that it does not affect collection and analysis of data. To mitigate personal bias, the researcher used member checks, which required data summarization, interpretation, and sending back to respondents for the verification of data accuracy in analysis and reporting (see Merriam & Tisdale, 2016).

Methodology

The aim of a case study approach is to obtain a better understanding of certain occurrences or situations in a real-life context. According to Van Manen (2014), case study research involves the identification and recruitment of respondents, interviewing them with questions to obtain a better understanding, analyzing the data, coding them, and reporting the findings. The major objective of choosing the best methodology is to ensure there is a proper framework for the research, which is rigorous, replicable, transferrable, and original (Bombala, 2014). This section includes the methods used in carrying out the study in Nigeria.

Participant Selection Logic

The sample population for this case study included 16 participants who are employees of a private sector organization in Nigeria. The organization is an umbrella association of various employers in the private sector in Nigeria. The umbrella association provides a wide platform for employers in this sector to relate with labor, the government, communities, and other important institutions around the country and beyond. The major criteria that were used for choosing the participants included (a) full-time employees of the organization and (b) employees who were assigned to various departments in the organization. With these selection criteria, the participants were chosen, and the qualitative case study was adopted because it would assist me in obtaining an in-depth understanding of the factors that affect the motivation of employees.

After going through the institutional review board process and granted permission by Walden (IRB Approval number: 09-07-23-0318722), potential research participants were identified based on those who met the specified criteria. Participants were selected, and a schedule for the interviews was done. The interviews were conducted in a dedicated room on a separate floor within the organization's office complex. The interviews were conducted over a period of 3 days, and the participants signed off on the consent form after they were briefed about the research and indicated their agreement to participate in the interviews. The participants were told that their details would be kept confidential and they would be free to withdraw at any point from the study. Out of 32 employees, a purposive sampling of 16 participants was conducted. The sampling

processes was used and applied as it was highlighted in literature review studies (Brown, 2011; Stevenson, 2013; Xiao, 2010).

Bombala (2014) asserted that purposive sampling offers the researcher the best pool for participant selection when researchers look to obtain data from individuals who have experienced and are very familiar with the phenomenon. In the current case study, the participants were expected to have some experience in understanding which factors motivate them in their workplace. The suitable participant range for case studies is between 8 and 12 individuals, according to Yin (2014), which would provide for more extensive descriptions. This range is also beneficial because it helps the researcher obtain a more in-depth understanding of the information conveyed by the participants. However, Merriam and Tisdale (2016) opined that data saturation can be difficult to attain. Current participants were interviewed until no new information was presented (see Yin, 2014).

Instrumentation

The approaches for collecting data from a case study followed the three principles of Yin (2014), including the utilization of various data sources, the establishment of a database, and the maintenance of evidence chains. The researcher is the major data collection instrument in a qualitative study, according to Stake (2010). The first component of data collection in the current study was with the aid of one-on-one interview phone calls, which helped me access the information (see Merriam & Tisdale, 2016). Participants were interviewed using open-ended questions that were based on the major research question and the sub-questions that were to be answered by the study. Each interview did not exceed the period of a maximum of 45 minutes as scheduled, and

there was no need to extend the time frame for any of the interviews.. All in all, 16 interviews were conducted with the employees of the private sector organization. The interviews were recorded digitally and transcribed into Microsoft Word.

To avoid issues concerning technology, two different electronic recorders were used. After the transcription of the interviews, they would be sent to every participant for them to cross-check if they fully captured their views. After this information had been confirmed, analysis and coding of every relevant data for the interview would be done. This study employed semi-structured interviews because it provided the respondents with the opportunity to convey their experiences in one-on-one conversations (Spector, 2013).

Another source of data would be the summary notes that were jotted down during the interview. According to Yin (2014), researchers must carefully jot down certain reactions to questions that have been asked to capture relevant insights from the process and the participants. These summary notes usually consist of the voice inflection, researcher-participant interaction, interview setting summary, and the general conversational mood. For example, when a certain question is asked, if the mood and voices of the respondents sounded passionate or relaxed towards the question are recorded, this could be used as additional data to help inform the results of the study.

Procedures for Recruitment, Participation, and Data Collection

This qualitative case study was designed to understand the factors in the workplace that motivate employee representatives in Nigeria. The target population for the study included 16 employees of a private-sector organization. Data saturation was reached when information redundancy was attained, and this occurred when repetitive

data were obtained from participants. Semi-structured interview questions were used in interviewing the participants.

Recruitment

After getting approval from the university, in agreement with the management of the private sector organization, a list of participants was drawn up, and a schedule of interviews indicating the date and time was agreed upon. Participants were notified, and the interviews were conducted for 16 participants over a period of 3 days, based on the criteria that had been outlined earlier.

Participation

Every participant was briefed about the study and signed off on the consent form that indicated their willingness and acceptance to participate in the interviews. The briefing provided a detailed description of the research study and why they have been included. It also included a statement that informed the participants that they could ask questions about the study. The consent form informed the participants that they could withdraw from the study at any time without repercussions. Member checking procedure to ascertain an understanding of every response from the participant was adopted, and every participant was sent a synopsis of the interviews by email, after which they responded in the affirmative that the synopsis represented what transpired during the interview.

Data Collection

Data collection for this study was designed to collect all available data based on various categories obtained from the conceptual framework and will be centered around

motivation and the employees. The interview protocol was designed, and adopted and participants were selected through purposive sampling. The interview protocol included questions that were linked to the central research question and the existing sub-questions, which encouraged the respondents to share their perspectives on the motivational factors. Open-ended questions that focused on understanding how much these employees viewed and perceived the motivational factors were developed.

Basic demographic factors, which included their gender, age, and marital status, were requested from the participants. Every interview process was aligned with the required protocol to ensure there would be consistency in data collection. The interviews were conducted in a designated room after a schedule was drawn up indicating the date and time of the interviews. The interviews were done over a 3-day period and recorded digitally to provide an opportunity for data transcription, processing, and analysis. The necessary information was obtained till saturation was reached, and all 16 respondents were interviewed. Questions from the interview that were posed to the participants were vetted and cross-checked by the university and dissertation committee, and interview data was supported by field note evidence.

Data Analysis Plan

The data that were collated were obtained from the interviews that were conducted, and the responses to the interview questions. The interview questions were framed in a way to ensure that they are linked to the research questions. The responses from the participants were expected to provide data that will respond to the research questions. This linkage is expected to connect the data received to the research questions.

The collation of data included the proper organization of the data for analysis sourced from interview notes, recording, and sorting and arranging them according to the source of the information. A general sorting of the data was done to have an idea of the responses of the participants, the tone of the ideas, and the general view of the nature of the responses. A detailed analysis was done, which involved the coding process of the responses obtained from the participants.

In a more detailed evaluation, the major aim of data analysis is to ensure that the researcher makes better sense of the data that has been collected through either organizing, interpreting, reducing, analyzing, and consolidating the responses of the participants and what the researcher has observed and heard (Merriam and Tisdale, 2016). The data analysis protocol has been designed to answer the study research questions (Yin, 2014). The semi-structured interviews and the research questions were used in analyzing the data. According to Merriam and Tisdale (2016), the analysis of qualitative data is done through the development of codes and the utilization of these codes in data classification. The codes consisted of classifications that were important to the research problem, research purpose, questions, and the conceptual framework in which this study was built (Yin, 2014).

Organization and analysis of the collected data for this research was based on the various perspectives of the respondents on the motivational factors affecting employee representatives in Nigeria. The analysis of the data was based on the six steps outlined by Merriam and Tisdale (2016), Stake (2010), and Yin (2012). These steps included the data organization, reading stage, data coding into categories, generation of themes from data,

theme description using the narrative style, and result interpretation. The first step of data analysis was the preparation of transcripts verbatim on a document on Microsoft Word. After the transcription of data, they were cross-checked to determine the accuracy and correctness. The summary notes were transcribed to ensure every available knowledge was identified while listening to the respondents. As recommended by Yin (2014), the demographic data that had been collected were evaluated to make sure that the purposive sampling approach was duly followed.

Before starting the analysis process, the summary and field notes were organized chronologically, with the verbatim transcripts compiled. All participants were coded in order to ensure the confidentiality of their responses. The data analysis was used for the adoption of the coding process, which generated themes from the data obtained from the participants. The themes developed thereafter served as the headings for the analysis and discussion of data obtained from the study. These themes are expected to enhance the interpretation of the data received for discussions and the conclusion of the study. After the data were read, organized, and coded, the codes from the interviews and the field notes were compared to identify similarities. According to Fram (2013), the comparative approach ensured that differences and similarities between the data were highlighted. Going forward, the advantage of making use of the comparative approach was to ensure that data saturation was reached and the major theme was identified (Fram, 2013). To streamline the codes, the redundant ones were combined to reduce the codes that did not directly answer the research question.

To make sure that there would be accurate data comprehension, the transcriptions were read and cross-checked thoroughly at different times to ensure that new opportunities were available to either change, merge, or add codes. After the second review, only data that are very important in addressing the research questions would be kept. As suggested by Yin (2014) and Bombola (2014), through the refining of code processes, major themes that directly answer the research question would be identified. Assessing and observing the various themes to understand how they are suitable for the research would provide the opportunity for me to comprehensively review the data. After this process, a comparison of the resulting concepts with the reviewed literature with the aid of content analysis was done. According to Stake (2010), having to align the resulting concepts with the reviewed literature helps to enhance the internal validity and develop a conceptual foundation from the case study. Finally, through the data analysis process, researchers can understand and evaluate potential negative cases and discrepant data that are not in tune with the focus of the research (Yin, 2014).

Issues of Trustworthiness

Credibility

The credibility (internal validity) of the study is a key requirement to establish an element of trustworthiness. The process of utmost triangulation, essential contact with participants, and constant checks on the data available was ensured. The important aspects of saturation and reflexivity of the study were adhered to. The interviews that were conducted were recorded and transcribed to ensure the integrity of the data, which would form the basis for analysis. This was supported by the notes that were taken during

the interviews. Merriam and Tisdale (2016) describe credibility as showing the reader that a study is sound. Research work is perceived as credible when the information from the study is checked and interpreted with the respondents and reported and recorded systematically, and it aligns with the existing concepts and theories on which it is founded (Stake, 2010). To ensure credibility, confirmability, dependability, and transferability, researchers adopt the triangulation approach (Yin, 2014). In this study, credibility was ensured by synthesizing various data sources to justify my themes, according to the views of Merriam and Tisdale (2016). Using interviewing methods, field and document analysis, and the literature review, it was possible to cross-check the credibility of the results. In addition, because case studies usually adopt several data sources, adopting the triangulation approach did assist in the evaluation of a wider context, find evidence that would support the results, and develop a strong case (Merriam and Tisdale, 2016).

For this study, field notes and semi-structured interviews were used to collect data. The data were collected and transcribed to ensure easier organization, coding, and analysis of information to develop important themes from the respondents. A journal of the necessary participant details was kept. Throughout the study, there was a focus on the views and perspectives of the participants on the factors in the workplace that motivate organizational representative employees. There was a provision for the disclosure of any data that might cause discrepancies to ensure credibility.

Transferability

The transferability (external validity) of the study involved the management of the participants and strategies to ensure that all the processes involved were strictly adhered to. These included the selection of participants and all processes that would ensure that such processes could be done in other studies. The processes included information on the participants, data collection methodology, and analysis. The proper documentation of this process was done. In case study designs, Stake (2010) opines that researcher look to ensure that their readers can apply the results of the study to real-life situations. To ensure transferability in this research, the process was designed to ensure a rich and detailed context, situational, and setting description was provided. This included an overview of the case study organization and the basis on which this study was done, which was workplace employee motivational factors. Attention was paid to the issue of maximum variation, which aligns with Yin (2012), for the selection of various respondents.

Dependability

The dependability of the study included all measures to ensure reliability, strategies to establish set procedures, and triangulation. There was an established interview protocol, transparency, utilization of guidelines, and adherence to the entire process. All aspects of the entire process were described and documented to establish basic guidelines for the study. Dependability involves ensuring that the findings from the research are repeatable and consistent. According to Stake (2010), dependability can be established by using the audit trail approach. In this study, dependability was ensured by using the audit trail approach. Every process and procedure were designed to ensure a

well-documented flow and that every step was recorded accurately. The researcher also ensured dependability by making inferences and decisions based on various sources of data, as per the views of Yin (2014).

Confirmability

Confirmability of the study involved the establishment of the objectivity of the study by the establishment of specific standards that would guide all aspects of the study's processes. These included all aspects of the qualitative research method process, as well as reflexivity and triangulation. The parameters for the set standards were documented so that the process could be assessed. Some of these standards included ensuring that the role of the researcher was reflected on, including how the researcher's experiences will affect the data collection and analysis process. To ensure strengthened objectivity, research was done on the views of other researchers, who provided more knowledge on the study.

Ethical Procedures

Ethical procedures for the study involved a plan and agreement with the organization to gain access to the participants. Ethical issues involving the recruitment, interviewing, and management of the entire process were discussed, agreed upon, documented, and followed during the study. Provision was made to make up for possible refusal of participation or early withdrawal by participants for possible replacements, based on discussion and agreement with the management of the organization. Measures were taken to ensure that the integrity of the data collected was recorded and documented.

Data collected were treated on an anonymous basis as codes were assigned to participants to ensure anonymity, confidentiality, and protection of the data. Codes were assigned to every interview transcription to ensure that the identities of the respondents were well and truly hidden. The data would be stored for five years in a safety box that can only be accessed by the researcher. After the five years had elapsed, the researcher would shred, discard, and permanently delete every file. An application was made, and permission was obtained from Walden University Institutional Review Board (IRB) before interviews were conducted. This ensured that the guidelines for ethical research were followed. Also, assurances were provided to the participants through the consent form that they would not be forced into participating in the research. Furthermore, every participant can voluntarily and solely make their own decisions to either participate in the study or not. It is important to also note that no monetary incentives were provided to any of the participants for participation in the research.

Summary

This qualitative research study was based on the case study research design and involved the use of semi-structured interviews as the main instrument. All participants signed off on consent letters, and an interview protocol was designed and discussed with the participants as a guide to the interviews. The participants were selected to represent gender, grade, and department. All interviews were recorded, and notes were taken and documented to ensure that all aspects of the interview were captured. Data was collated and analyzed through the development of themes generated from the data, which will be coded appropriately and analyzed.

Chapter 3 consisted of the purpose of the study, which is the evaluation of motivational factors affecting employee representatives in Nigeria, with a particular focus on a private sector organization. This section also discussed the role of the researcher, as the major instrument in the collection and analysis of data. The section also contained the evaluation of the study participants, the sample size selected, the target population, the various criteria for choosing the participants, and how the interview process was to be carried out in providing answers to the research questions.

In addition, the ethical processes were discussed, and the welfare and rights of all the participants were taken into keen consideration, including the way data would be collected and analyzed, always ensuring confidentiality and quality of data. The section also outlined the various methods that would be used to ensure the transferability, dependability, credibility, and confirmability of the study. The next chapter will include an extensive report of the study findings obtained from the research techniques that have been outlined in this section.

Chapter 4: Results

The problem statement of this study identified a critical need for understanding the motivational factors influencing organizational representative employees in Nigeria. The purpose of the study was to delve into these factors and explore ways to effectively manage them. This chapter presents the results of the qualitative case study conducted to identify, understand, and describe the factors in the workplace that motivate these organizational representative employees.

The sections provide a comprehensive report of the critical aspects of this study. The first segment presents the research setting, elucidating personal or organizational conditions that influenced participants, potentially impacting result interpretation. Following this, the demographics of the study sample are presented, offering insights into participant characteristics. The next segment details the data collection process, covering participant numbers and locations and the frequency and duration of data collection. Variations from the initial plan in Chapter 3 are addressed, along with a discussion of any unusual circumstances encountered. The use of interviews as the primary data collection tool and the methods for participant contact and follow-up are also outlined. The data analysis section discusses the process from coded units to larger representations, reporting specific codes, categories, and emerging themes. The discussion extends to any discrepant cases and their consideration in the analysis. The evidence of trustworthiness section outlines the execution of strategies for credibility, transferability, dependability, and confirmability. Finally, the results section presents findings supported by data

organized around the research questions and themes, contributing to a deeper understanding of workplace motivation.

Research Setting

The purpose of this qualitative case study, conducted within the premises of a private sector organization, was to explore factors influencing workplace motivation among organizational representative employees. A case study approach was used and involved the use of semi-structured interviews with 16 full-time employees of a private sector organization. In the research setting, interviews were conducted in a dedicated room on the premises of the organization, reflecting the practical considerations of engaging participants from diverse departments within the organization. This approach facilitated easy access, ensuring the inclusion of a representative sample. The study participants were chosen based on gender, grade, and function, aligning with the purposive sampling method. The decision to interview 16 participants was driven by the need for ample data to achieve research objectives. The case study design adhered to principles outlined by Yin (2014), including case study questions, propositions, unit(s) of analysis, logical data linking, and criteria for interpreting findings. These components guided the research process, emphasizing the importance of multiple sources of evidence, creating a case study database, and maintaining a chain of evidence.

Ethical considerations were paramount throughout the study. Strict adherence to ethical procedures ensured participant confidentiality, and the data collection process involved obtaining informed consent. The researcher's role as an observer and

interviewer was documented in an interview protocol, emphasizing transparency and participant understanding.

The participant selection logic emphasized full-time employees of the organization across various departments, chosen through purposive sampling. The recruitment process involved the granting of approval from Walden, drawing up a list of participants, and developing an interview schedule detailing the date and time. The interviews were held in a dedicated room within the premises of the organization over a 3-day period. Consent forms, participant responsibilities, and the 45-minute interview duration were clearly communicated.

Data collection instruments included one-on-one semi-structured interviews with open-ended questions aligned with the study's central research question and sub-questions, which were recorded. Notes were taken to assist in the documentation of the interviews. After each interview, a synopsis of the interview was done and sent to the participant for participant concurrence of the interviews. On the receipt of confirmation from the participants that the synopsis represented what transpired during the interviews, the synopsis and interview recorded transcript provided the data for data analysis. The data analysis involved ensuring systematic coding and theme identification. Data saturation, confirmed through redundancy, was a key criterion for concluding interviews.

Demographics

The study encompassed a diverse group of participants, each contributing unique perspectives based on their demographic characteristics. The participant pool, denoted by codes CD1–CD16, reflected a variety of genders, ages, departmental affiliations, and

working experience in the private sector organization. The age spectrum of the participants ranged from 25 to 50 years, encompassing a mixture of individuals in the early stages of their careers, mid-career professionals, and those with extensive experience. The study had a mixture of 10 females and six males among the participants. The participants brought various professional experiences to the study, contributing to a rich exploration of workplace motivation. The experience spanned 3 months to 20 years, offering insights from seasoned professionals with extensive backgrounds and individuals relatively new to their roles. This diversity in experience levels enhanced the study's ability to capture a broad spectrum of perspectives. The study included participants from diverse departments, reflecting the multifaceted nature of workplace dynamics. Departments included human resources, information and communication technologies, social and labor affairs, membership, legal, marketing, projects, learning and development, events and facility, director general's office, accounting, director general's office (social media), facility management, and corporate affairs. This broad representation ensured a holistic understanding of how motivation factors operate across different organizational functions, contributing to the study's depth and relevance.

Data Collection

In this study, a comprehensive data collection process was implemented by conducting interviews, which were recorded, and taking field notes. The primary goal was to gain insights into the factors in the workplace that motivate organizational representative employees, and a case study of a private sector organization in Nigeria was

conducted. The study involved 16 participants, each identified by unique codes (CD1 to CD16).

I employed a qualitative case study approach, including recorded interviews, field notes, and document review. All 16 participants were interviewed in a dedicated room to capture their perspectives on motivational factors in the workplace. Field notes were taken during and after the interviews, providing additional qualitative insights into nonverbal cues, environmental factors, and contextual nuances.

The interviews were conducted based on a schedule that had a date and time allocated to each participant. Participants were interviewed based on their availability, and all participants on the interview schedule were interviewed, which lasted approximately 45 minutes each. The interviews were spread over a 3-day period to allow for in-depth conversations while accommodating participants' work schedules.

Field notes were taken during the interviews to capture immediate observations and impressions. These notes served as valuable contextual information for later analysis. The document review was done by using the recorded interviews, transcripts, and summaries sent to the participants for member checking. Two electronic recorders were used to minimize the risk of technology-related issues. The recorded interviews were later transcribed to facilitate the organization, coding, and analysis of the information. This transcription process also allowed for the identification of recurring themes and patterns within participants' responses.

Throughout the study, detailed records of participant information were maintained in a journal. These included demographic details such as gender, age, and department,

ensuring consistency and accuracy in data analysis. The journal also documented any relevant information that could contribute to a deeper understanding of the participants' perspectives.

The data collection process adhered to the outlined protocol, which included the use of purposive sampling and open-ended questions aligned with the central research question and sub-questions. Consistency in data collection was maintained, and the data analysis process continued until data saturation was achieved, indicating a comprehensive exploration of the study's focus. The data collection process was systematic, rigorous, and aligned with the study's objectives. The combination of interviews, field notes, and document reviews provided a holistic understanding of the factors in the workplace that motivate the employees of the organization.

Data Analysis

The data analysis stage of this research included a thorough process of moving inductively from coded units to bigger representations, eventually uncovering categories and themes that encompassed the complicated phenomenon of workplace motivation. The codes, categories, and topics that emerged from the extensive data are described in the following section.

Initial Coding and Unit Analysis

The analysis commenced with an initial coding phase, where significant statements and patterns within the raw interview transcripts were identified. This process involved breaking down the data into meaningful chunks that captured the essence of participants' narratives. For example, in response to the question, "How do you know that

these factors motivate you in the workplace?” a participant said, “I have become better because of training.” This was coded as “Motivation factor: Learning & Development.” Another response, “Payment of 13th-month bonus served as a motivator to face work challenges,” was coded as “Motivation factor: Financial Rewards,” while another response, “Provision of HMO cover for staff, spouse, and four children has motivated staff to work better” was coded as “Motivation factor: Health Benefits.” Some of the other codes that were used included “Motivation factor: Health and Well-being,” “Motivation factor: Positive Work Relationships,” “Motivation factor: Confidence Building,” “Motivation factor: Job Satisfaction,” “Motivation factor: Work Efficiency,” “Motivation factor: Trust in the Organization,” “Motivation factor: Team Collaboration,” “Motivation factor: Trust in the Organization,” “Motivation factor: Learning & Development,” “Motivation factor: Positive Work Environment,” “Motivation factor: Personal Growth,” “Motivation factor: Financial Benefits,” “Motivation factor: Health Benefits,” “Motivation factor: Positive Work Relationships,” “Motivation factor: Positive Work Relationships,” “Motivation factor: Efficient Operations,” and “Motivation factor: Positive Brand Image.”

Code Grouping and Category Formation

Codes were then grouped into broader categories based on shared themes and commonalities. This process aimed to distill the essence of individual codes and identify overarching patterns that spanned multiple participants. Through this, preliminary categories began to emerge, providing a perspective on workplace motivational factors. The categories that emerged included financial rewards, which covered codes such as

financial benefits (e.g., salary, bonuses), compensation and palliatives, cost-of-living allowance, and HMO or health care benefits. Positive work environment codes included conducive work environment, inclusiveness, workplace relationships and bonding, cordial relationship with colleagues, recognition of work, and achievable set targets. Other categories that emerged were learning and development, achievement and recognition, autonomy and independence, positive work relationships, and motivation by organizational goals.

Theme Development

Themes, the bedrock of the analysis, were crafted through the aggregation of related categories. Each theme encapsulated a distinct aspect of workplace motivation, forming a comprehensive framework. These themes were not only reflective of individual participant experiences but also transcended the idiosyncrasies, capturing shared motivational drivers across the participant pool. The relationships between codes and themes were then re-examined, with refinement and consolidation of themes to ensure they accurately represented the data. Patterns and variations within each theme were also identified. The following are the results of the refinements.

Theme 1: Financial Rewards

- financial benefits (e.g., salary, bonuses, palliatives)
- compensation and allowances (e.g., cost-of-living allowance)
- health care benefits (e.g., HMO facility)

Theme 2: Positive Work Environment

- conducive work environment

- workplace relationships and bonding
- recognition of work
- achievable set targets

Theme 3: Learning and Development

- training and development programs
- career advancement and growth opportunities
- knowledge and skill acquisition, including IT skills development

Theme 4: Achievement and Recognition

- recognition for work done
- meeting goals and targets
- positive impact and influence on work

Theme 5: Autonomy and Independence

- work independence
- minimal supervision
- freedom to handle projects
- discussion of issues/ownership of projects

Theme 6: Health and Well-Being

- HMO facility
- improved mental and physical health
- work–life balance

Theme 7: Positive Work Relationships

- teamwork
- good working relationships with colleagues
- vibrant and socially active colleagues
- interaction with colleagues
- inclusiveness

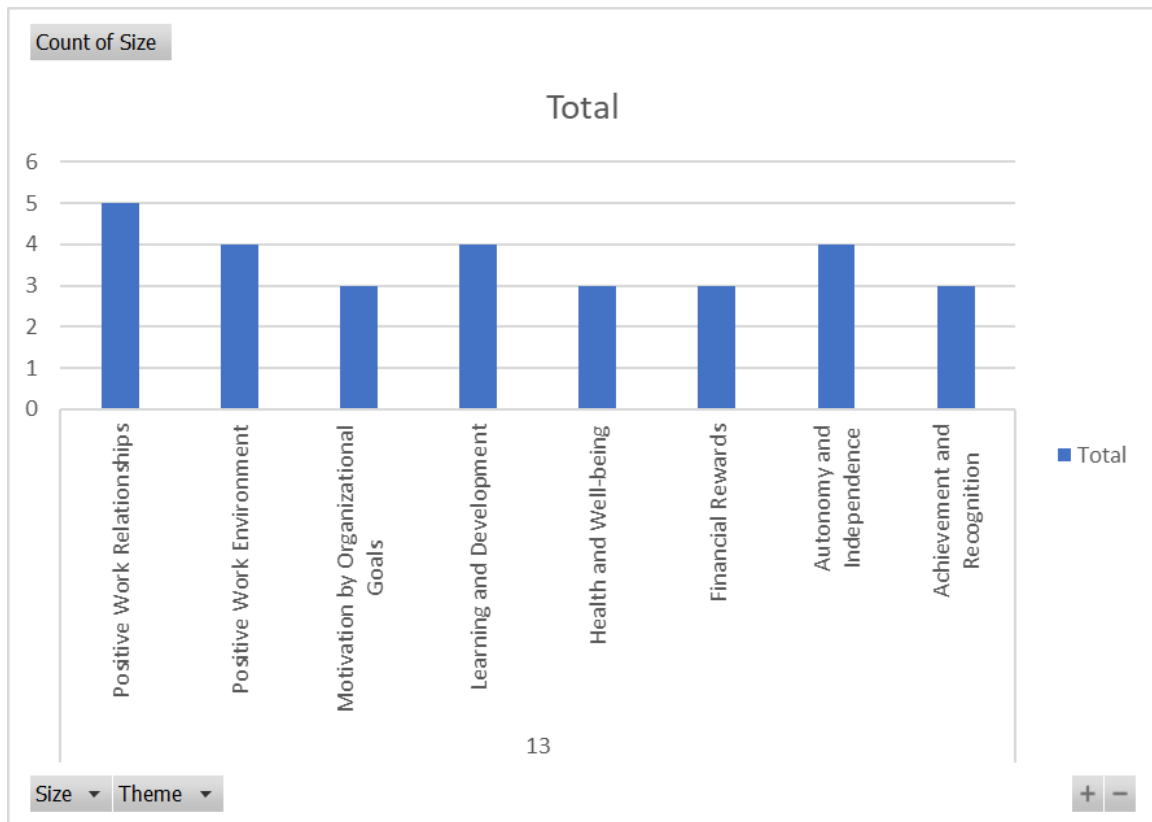
Theme 8: Motivation by Organizational Goals

- sense of ownership
- efficiency and productivity
- organizational improvement

Some themes were more popular than others, based on the frequency of coded category of responses that were grouped to form that theme, as shown in Figure 1.

Figure 1

Relative Strength of Themes Based on the Frequency of Responses



Defining Themes

The next step was to clearly define themes. Here, the boundaries of each theme were clearly defined, assigning meaningful names to each theme that reflected its essence. The result of this analytic step is presented in Table 1.

Table 1*Summary of Refinement and Definition of Themes*

Theme	Definition	Alternative name	Code inclusion
Financial rewards	Encompasses all aspects related to financial benefits and compensation.	Monetary motivators	Financial benefits (salary, bonuses, palliatives), compensation and allowances (cost-of-living allowance), health care benefits (HMO facility)
Positive work environment	Involves factors contributing to a positive workplace, including relationships, recognition, and achievable targets.	Workplace positivity	Conducive work environment, workplace relationships, recognition of work, achievable set targets.
Learning and development	Focuses on opportunities for learning, growth, and skill development.	Developmental opportunities	Training and development programs, career advancement, knowledge and skill acquisition.
Achievement and recognition	Encompasses factors related to achieving goals, positive impact, and recognition.	Achievement recognition	Recognition for work done, meeting goals and targets, positive impact and influence on work.
Autonomy and independence	Involves the freedom to work independently and handle projects with minimal supervision.	Autonomy at work	Work independence, minimal supervision, freedom to handle projects, discussion of issues/ownership of projects.
Health and well-being	Encompasses factors related to physical and mental well-being.	Well-being support	HMO facility, improved mental and physical health, work-life balance.
Positive work relationships	Involves factors contributing to positive relationships at work.	Collaborative environment	Teamwork, good working relationships with colleagues, vibrant and socially active colleagues, interaction with colleagues, and inclusiveness.
Motivation by organizational goals	Involves factors related to a sense of ownership, efficiency, and organizational improvement.	Organizational drive	Sense of ownership, efficiency and productivity, organizational improvement.

Reviewing Themes

The emerged themes were then reviewed, critically assessing the alignment of identified themes with the overarching and subsidiary research questions to ensure a comprehensive exploration of factors influencing employee motivation. Ensuring a consistent connection between the themes and research questions is imperative for the coherence and effectiveness of the analysis. Through a meticulous consistency check, each theme was confirmed to align with at least one research question, offering meaningful insights into the motivational factors discussed.

As themes crystallized, a reflective analysis was conducted to ensure alignment with the conceptual framework and theoretical foundations of motivation. This process involved comparing emerging themes with established motivational theories such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory. The goal was to enrich the analysis by integrating established theoretical perspectives with the live experiences of participants.

The conceptual framework provides the theoretical foundation for understanding how various workplace factors influence employee motivation. The framework focuses on the overarching concept of motivation and incorporates key theories, namely Maslow's hierarchy of needs and Herzberg's Two-factor theory. The aim is to explore how workplace factors influence employee motivation, with a focus on understanding the underlying reasons for these motivational effects.

Each theme was well-aligned with the key concepts and relationships within the conceptual framework. The themes collectively contribute to a comprehensive

exploration of how workplace factors, as identified in the conceptual framework, influence and motivate employees.

The theoretical foundation incorporates Maslow's hierarchy of needs theory and Herzberg's Two-factor theory. Maslow's theory outlines a hierarchy of needs, ranging from physiological to self-actualization, where individuals seek to fulfill lower needs before progressing to higher ones. Herzberg's Two-factor theory distinguishes between hygiene factors and motivators, with motivators influencing job satisfaction and hygiene factors preventing dissatisfaction.

Supporting and Contrasting Theories

Adams' Social Equity Theory emphasizes employees seeking social equity through different reward systems, comparing their input-output ratios with colleagues. The Self-Concept Motivational Theory posits that compelling managers, respected for their traits, attract followers and positively impact employee motivation. Vroom's Expectancy Theory focuses on the results of motivation rather than the satisfaction of needs, contrasting with Maslow's emphasis on individual needs. In a review of the themes, two gaps were identified. There was a limited emphasis on Adams' Social Equity Theory, and while the themes touch on recognition, there is a potential to explore the social equity aspect further. Also, there is a need for more explicit alignment with Vroom's Expectancy Theory. The analysis doesn't explicitly address how the themes align with the results-oriented focus of Vroom's theory.

Documentation

Here, detailed documentation is provided of how each theme aligns with the research questions, conceptual framework, and theoretical foundation. It also highlights any adjustments or refinements made to themes during the alignment process.

Theme 1: Monetary Motivators (or Financial Rewards) addressed how financial rewards motivate employees, directly contributing to the overarching research question. It aligned with the extrinsic factors related to monetary benefits and rewards and reflected Herzberg's hygiene factors and Maslow's physiological and safety needs. No significant adjustments were needed; the theme effectively encapsulates financial motivations.

Theme 2: Workplace Positivity (or Positive Work Environment) directly addressed how a positive work environment serves as a motivational factor. It corresponded to the emphasis on job satisfaction and positive work conditions and reflected Herzberg's motivators and Maslow's higher-level needs. No major adjustments were needed; the theme adequately captured elements of workplace positivity.

Theme 3: Developmental Opportunities (or Learning and Development) addressed how opportunities for learning contribute to employee motivation and aligned with the importance of training and development for consistent growth. It corresponded to Maslow's and Herzberg's emphasis on growth and development. There were no significant adjustments; the theme effectively represents developmental opportunities.

Theme 4: Achievement Recognition (or Achievement and Recognition) directly addressed how recognition for achievements motivates employees. It corresponded to the significance of recognition for job satisfaction and reflected Herzberg's motivators and

Maslow's need for recognition. There were no major adjustments; the theme captures the essence of achievement recognition.

Theme 5: Autonomy at Work (or Autonomy and Independence) addressed how autonomy contributes to employee motivation, aligning with Herzberg's intrinsic factors and Maslow's self-actualization. It corresponded to the importance of autonomy in motivation.

Theme 6: Well-being Support (or Health and Well-being) corresponded to Maslow's emphasis on physiological and safety needs and reflected the significance of employee well-being in motivation.

Theme 7: Collaborative Environment (or Positive Work Relationships) directly addresses how positive work relationships motivate employees. It corresponded to the importance of interpersonal relations for job satisfaction and reflected Herzberg's emphasis on positive interpersonal relations.

Theme 8: Organizational Drive (or Motivation by Organizational Goals) addressed how organizational goals contribute to employee motivation. It aligned with Herzberg's intrinsic factors and Maslow's self-actualization and corresponded to the importance of organizational goals in motivation.

Each theme has been documented to showcase its alignment with the research questions, conceptual framework, and theoretical foundation. The alignment process revealed that the themes effectively capture the motivational factors outlined in the theoretical foundation and contribute meaningfully to answering the research questions.

The absence of major adjustments underscores the coherence of the thematic analysis in relation to the broader study.

Participant Quotations to Emphasize Themes

Throughout the analysis, participant quotations were strategically interwoven to accentuate the significance of emerging themes. These direct voices from the participants served as anchors, grounding the abstract concepts into real-world experiences. For example, one of the participants, Code 4, said, “Having autonomy in my work, being able to make decisions, that’s when I feel truly motivated.”

Discrepant Cases and Analysis Integration

Discrepant cases, instances where participant responses deviated from the emerging patterns, were approached with careful consideration. Rather than dismissing these outliers, they were embraced as valuable sources of insight. Exploring the nuances of these cases provided a holistic view of the diverse ways individuals experience and express motivation in the workplace. An instance is given below:

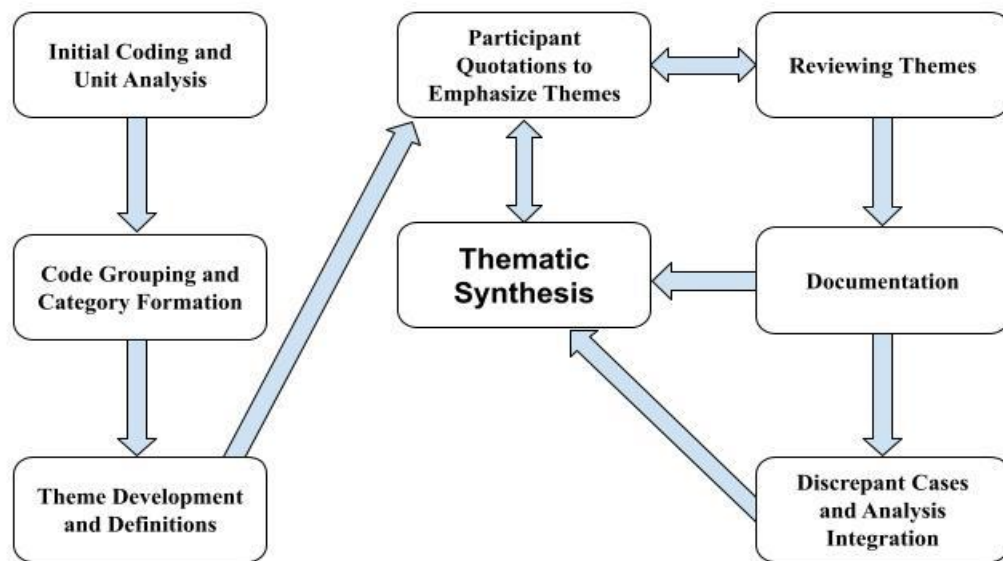
While most participants emphasized the significance of financial rewards, a few expressed that non-monetary factors, such as work autonomy, held more weight. These discrepant cases highlighted the need to recognize the various nature of motivation.

Final Synthesis

The culmination of the analysis resulted in a final synthesis of themes that encapsulate the various nature of workplace motivation. These themes, rooted in participant narratives, serve as a comprehensive portrayal of the motivational landscape in the context of the study. For example, Financial Rewards, Positive Work Environment,

Learning and Development, Achievement and Recognition, Autonomy and Independence, Health and Well-being, Positive Work Relationships, and Motivation by Organizational Goals emerged as the foundational themes representing diverse facets of workplace motivation.

Finally, the data analysis process developed as a dynamic inquiry, weaving individual viewpoints into an intricate weave of themes that captured the core of workplace motivation. The incorporation of participant quotes, evaluation of discrepant situations, and alignment with theoretical frameworks improved the analysis's robustness and depth, resulting in a more thorough comprehension of the motivating factors at work. The whole analytic process is described by the flow diagram in Figure 2.

Figure 2*Flow of Analytic Processes***Evidence of Trustworthiness****Credibility**

In addressing the issue of credibility, several strategies were implemented to ensure the internal validity of the study. The triangulation approach, as emphasized by Merriam and Tisdale (2016), played a pivotal role. Utmost triangulation was applied by synthesizing data from various sources, including interviews, field and document analysis, and an extensive literature review. This multifaceted approach not only enriched the data but also provided a robust foundation for the emerging themes.

To establish credibility, essential contacts with participants were maintained throughout the study. Regular check-ins ensured a continuous understanding of participants' perspectives and allowed for clarification of any ambiguities that arose during the data collection process. The commitment to saturation and reflexivity, as outlined in the methodology, further contributed to the credibility of the findings.

The use of recorded interviews and meticulous transcription processes added an additional layer of credibility. This approach aligned with Merriam and Tisdale's (2016) assertion that credibility is demonstrated when study information is systematically reported and aligns with existing concepts and theories. The recorded interviews facilitated accuracy in transcribing, preserving the integrity of the data for subsequent analysis.

Transferability

Ensuring the transferability or external validity of the study involved meticulous management of participants and a detailed documentation process. The selection of participants followed a maximum variation approach, aligning with Yin's (2012) perspective on case study designs. The study aimed to provide a rich and detailed context, offering a comprehensive overview of the case study organization and the specific focus on employee motivational factors.

Documentation of the entire process, from participant information to data collection methodologies and analysis, was a key component in enhancing transferability. This documentation serves as a guide for future studies, allowing researchers to replicate the processes involved in this investigation. Stake's (2010) emphasis on readers applying

study results to real-life situations was addressed by providing a thorough situational and setting description.

Dependability

Dependability, synonymous with reliability, was ensured through the establishment of set procedures, an interview protocol, transparency, and triangulation. The audit trail approach, advocated by Stake (2010), was diligently applied. Every step of the research process was well-documented to create a clear and reliable flow.

An interview protocol was established and followed consistently throughout the study, contributing to the dependability of the findings. Transparency and adherence to guidelines were paramount, ensuring that every aspect of the process could be traced and repeated by other researchers.

The use of triangulation, drawing on various sources of data, further strengthened dependability. Inferences and decisions were based on a comprehensive examination of multiple data points, in line with Yin's (2014) perspective on establishing dependability.

Confirmability

Confirmability, focusing on the objectivity of the study, was addressed by establishing specific standards and parameters to guide the research processes. Reflexivity and triangulation were integral components of this strategy, allowing for a thorough examination of potential biases and ensuring a well-rounded, objective perspective.

Reflecting on the researcher's role and acknowledging potential influences on data collection and analysis added transparency to the study. The commitment to

exploring other researchers' views and incorporating diverse perspectives further fortified the objectivity and confirmability of the research.

In summary, the implementation of these strategies demonstrates a concerted effort to enhance the trustworthiness of the study. The emphasis on credibility, transferability, dependability, and confirmability was woven into the fabric of the research methodology, ensuring that the findings are robust, applicable, consistent, and objective.

Results

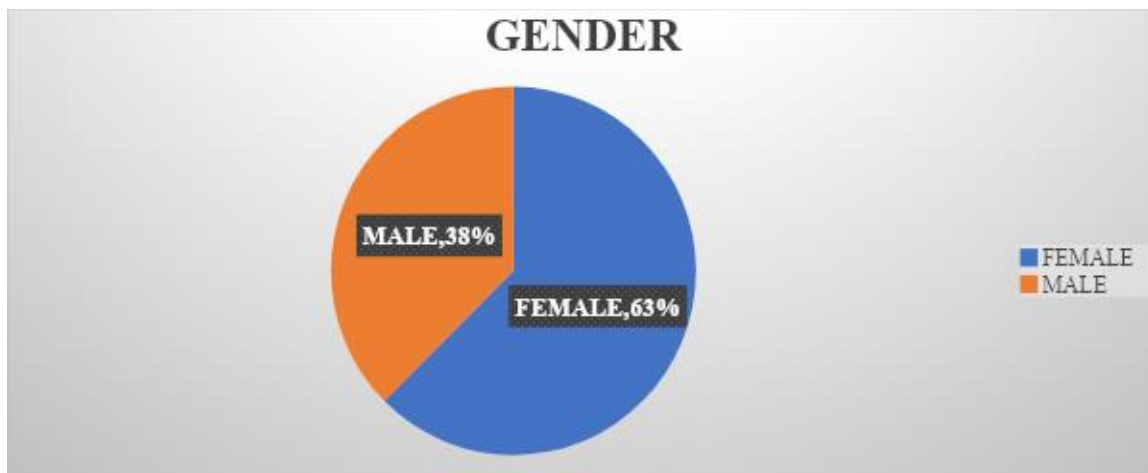
This study examined the factors in the workplace that motivate organizational representative employees in Nigeria. Among the theoretical factors hypothesized as drivers of employee motivation in this study are monetary or financial benefits, training and development, organizational leadership and culture, conducive working conditions, growth promotion, and advancement, recognition for achievement, effective recruitment and selection, and job security.

To determine the factors that motivate organizational representative employees in Nigeria, the study conducted semi-structured interviews to elicit answers from the 16 participants. Each interview lasted for an average of 45 minutes. The interviews were recorded and transcribed, while the transcripts were analyzed using a qualitative data analysis program. The researcher computed codes deductively using a pre-defined coding scheme following the theoretical framework and the research questions that were applied to the data. However, as the coding progressed, the researcher also computed codes inductively by developing new codes along with themes and insights that emerged from

experience. In the next sections, the findings from the respondents are discussed under each specific research question that the researcher sought to answer.

Figure 4

Gender Distribution of Respondents



Detailed Discussion of Each Interview Question

The first interview question was the following: How do you describe the presence of the factors that motivate you in the workplace?

Training and Development

In exploring the factors that motivate organizational representative employees, the respondents emphasized Training and development. They identified its role as a significant motivational factor driving sustained professional growth within the organization. Their insights revealed an environment where the impetus for excellence and continuous development emanates from active engagement in various initiatives. One participant underscored the commitment to regular training sessions as a catalyst for ongoing professional development. According to the respondent, “The emphasis on

regular training sessions keeps us at the forefront of industry trends. It's not just about enhancing skills; it's a continuous journey toward excellence." Another contributor emphasized the motivational impact of educational support. This stated that "The prevailing culture of educational support actively encourages academic pursuits and contributes to a workforce that is both proficient and knowledgeable. Our motivation is fueled by the organization's commitment to our holistic growth."

Organization-sponsored training programs offer motivational opportunities for learning. This aligns with employees' aspirations for continuous personal and professional development. Indeed, Training and development related to career development is another motivational factor that was recognized among the sampled respondents. The opportunities for growth offered by their organization motivate employees to view roles as pivotal steps in their professional journey. As one participant aptly puts it, "The organization's support for personal and professional growth turns out as a powerful motivator for me as it is seamlessly integrated into our work culture." Thus, job roles designed for continuous improvement and skill enhancement instill motivation for optimal job performance. A strategic focus on growth and competency building aligns with employees' aspirations, which then motivates them to contribute significantly to organizational goals. One respondent noted, "It's not just about tasks; it's about our contribution to the organization's success because our growth is dynamically tied to that." Another participant highlighted that "the commitment to offering valuable learning opportunities through company-sponsored training programs has been a strong

motivation for my professional growth. It also aligns perfectly with our aspirations for excellence.”

Another dimension of Training and development that respondents identified as a motivating factor relates to exposure and intellectual development through travel and Training, which serve as powerful motivational catalysts that broaden their perspectives and develop their intellectual capacities. One participant emphasized, “The opportunities for employees to travel and learn from diverse environments are quite encouraging for me. It broadens our perspectives and helps us to gain more exposure, thereby promoting our intellectual growth.” Another respondent articulated this quite clearly when it was stated that “growth and development aren’t merely encouraged; they are actively provided within the organization and aligned with our individual objectives.”

The exceptional quality of training programs motivates employees, ensuring education that is relevant and effective, aligning with employees’ aspirations for excellence in skills development. One participant pointed out that “the exceptional quality of the training programs motivates me. It ensures that I receive education aligned with my aspirations for excellence.” Routine training and educational programs reflect a motivational strategy, fostering sustained growth and development among employees. The promotion of career advancement and a clear trajectory motivates employees to aspire for their full potential within the organization”. One participant expressed that “the routine training and educational programs reflect a motivational strategy. It’s about our sustained growth and development within the organization.”

Knowledge acquisition is intrinsically motivational, and organizations that recognize this employ Training and development to stay innovative and successful by motivating employees to do their best. A participant emphasized this, stating that “the active pursuit of knowledge acquisition is intrinsically motivational. It’s about staying innovative and successful in our dynamic business environment.” The intertwining of training and development activities motivates employees by ensuring a holistic working experience that promotes both personal and professional growth. As one respondent puts it, “The intertwining of training and development activities becomes a motivational journey and ensures our comprehensive growth within the organization.” Meticulously designed job roles provide both motivation and challenges, creating an environment where employees are inspired to thrive and reach their full potential. Affirming this, one participant stated that “the job roles that provide both motivation and challenges create an environment where we are inspired to thrive and reach our full potential. It’s about personal and professional excellence.” In conclusion, the reported statements collectively depict a motivational landscape where capacity-building activities serve as catalysts for professional growth, emphasizing individual empowerment and development within the organization.

Conducive Working Conditions

Respondents emphasized the positive aspects of their workplace environments, which they described as conducive and motivating. Their responses provided a comprehensive view of the factors contributing to a work environment that promotes productivity and employee satisfaction. One respondent highlighted the organization’s

commitment to ensuring a “relaxed and confidence-building environment.” This environment fosters not only relaxation but also a sense of confidence among employees and hence serves as a positive and motivating factor. Another participant expressed contentment with the “conducive work environment,” underlining the organization’s dedication to creating a setting that supports productivity and overall well-being. This sentiment was echoed by others who simply stated, “The work environment is conducive,” thereby emphasizing the positive atmosphere cultivated by the organization. A respondent detailed the organization’s commitment to a more extensive, conducive work environment, highlighting the “peaceful, non-toxic, and thought-inspiring aesthetics within the work environment blended with a remote work schedule.” This integrated approach considers both the physical environment and flexibility in work arrangements.

Participants also highlighted an inclusive work culture. “Work culture in terms of inclusivity and association is quite motivating to me,” stated one of the respondents. This emphasizes the organization’s efforts to create an environment that values diversity and promotes a sense of belonging. The importance of working tools was equally underscored by respondents, acknowledging the provision of “office tools, workspace, internet, and other necessities for achieving productivity.” This indicates that employees have the resources required for efficient task execution. The provision of “adequate and reliable work tools” was acknowledged by participants. This shows the organization’s commitment to ensuring that employees have the necessary resources for task efficiency. The conditions of service were also recognized as contributing significantly to the overall conducive work environment. One respondent mentioned “Conditions of service,”

indicating that the organization's policies and benefits enhance job satisfaction and employee well-being. The commitment to a conducive IT workspace was highlighted by a participant who stated, "IT workspace," emphasizing the importance of technological infrastructure in modern work environments. This reflects the organization's understanding of the role of technology in supporting efficient work processes.

The respondents also appreciated the efforts to maintain a "healthy and non-hostile work environment." This aspect is crucial in fostering a positive atmosphere where employees feel comfortable and can focus on their tasks without unnecessary stress. The value placed on work independence was evident in participants' responses. One respondent stated, "Work independence," which emphasizes the organization's recognition of the importance of autonomy in task management and its positive impact on motivation. In conclusion, the respondents collectively portrayed a workplace characterized by its conduciveness and motivational elements. Their perspectives underscore the organization's commitment to creating an environment that prioritizes employee well-being, inclusivity, and the provision of essential tools for efficient task execution.

Monetary Benefits

The financial components that are important workplace motivators were discussed by the respondents. Their declarations emphasize the company's dedication to offering extensive financial advantages that raise employee motivation and happiness. A participant conveyed gratitude for the "13th-month bonus," underscoring the organization's policy of offering extra monetary incentives in addition to the standard pay

scale. One reply recognized pension payments, saying, “Pension Contribution scheme (Employer:8.5%, Employee:15%),” demonstrating the company’s dedication to ensuring long-term financial stability for its workers. Participants acknowledged the “13th month salary,” which falls within the larger category of financial advantages. A reply brought up the topic of “Financial benefits (includes 13th-month salary),” emphasizing the organization’s policy of offering additional financial assistance during particular times.

Palliative care, such as “Transport & Support,” was recognized as a component of monetary gains. This shows that the organization is trying to lessen its employees’ financial worries. One responder expressed satisfaction with the organization’s practice of paying employees fairly and proportionately based on their performance and responsibilities by using the phrase “commensurate remuneration.” One participant highlighted the importance of financial assistance beyond basic income, saying, “Financial support: Incentives and palliatives to cushion financial burdens placed by inflation and other unforeseen circumstances.” This demonstrates the organization’s proactive effort to resolve any financial difficulties that staff members could have. “Financial benefits and rewards– Meeting needs and responsibilities through adequate and balanced financial provisions,” said a participant, highlighting the organization’s dedication to guaranteeing its employees’ financial security.

Respondents mentioned the idea of offering monetary rewards, such as incentives and palliatives. As one participant put it, “Financial rewards – Incentives, palliatives, and payment at due time,” the participant brought attention to the organization’s policy of providing prompt, diversified fiscal recognition. One participant commented, “Financial

rewards– Provision of palliatives from time to time to ease unforeseen expenses and financial burdens.” This highlights the periodic provision of palliatives to ease unforeseen expenses and financial pressures. This illustrates how adaptable the organization is to unforeseen financial difficulties that staff members could encounter. Participants recognized the general existence of financial benefits by making remarks such as “Financial benefits” and “Corporate support through finance.” These broad categories cover a range of funding options and assistance programs. One responder highlighted the value of both non-financial and monetary compensation, demonstrating that the organization understands the need for an all-encompassing strategy for motivating employees. Participant satisfaction with the organization’s efforts to offer equitable and competitive financial incentives was demonstrated by their statement, “Compensation is adequate/competitive,” which highlighted the adequacy and competitiveness of remuneration.

One respondent highlighted the existence of financial benefits that cover daily needs, saying, “Financial benefits–Having financial benefits that meet one’s daily needs,” demonstrating the organization’s dedication to meeting workers’ short-term financial demands. One participant highlighted the significance of having good pay and compensating incentives based on performance when it was said that “Salary–having good pay and compensating incentives measured in performance.” This suggests that the organization links monetary incentives to employee achievement. In summary, the participants expressed a shared understanding of the significance of monetary advantages

in the workplace and acknowledged the endeavors of the organization to offer varied and comprehensive financial assistance that enhances employee contentment and drive.

Organizational Leadership and Culture

The organizational leadership and culture that operate as driving forces in the workplace were discussed by the respondents. Their remarks draw attention to a number of organizational culture elements that provide a supportive and upbeat work environment. A participant reported that the workplace had a “relaxed and confidence-building environment,” highlighting the organization’s dedication to creating an environment that encourages employees to feel at ease and confident. One responder emphasized the importance of “appreciation of work,” suggesting that the company values and acknowledges the contributions made by its staff members, which helps to foster a culture of motivation. Those in attendance stressed the value of freedom in the workplace. One said, “Work independence,” which shows that the organization understands the value of freedom in managing tasks and how it boosts motivation.

Respondents acknowledged being trusted with responsibilities and receiving just enough supervision to allow for discretion. A participant said, “Trusted with a task,” signifying the organization’s faith in the skills of its staff. Another participant said, “Minimal supervision (allow for discretion),” emphasizing the freedom given to staff members to do their duties. It was observed that the organization has a culture that welcomes feedback and contributions. The statement made by a participant, “Gives room for correction/contribution,” reflects the organization’s willingness to accept criticism and make improvements over time. One participant identified corporate culture as a wide

category by saying, “Corporate culture.” This includes all of the general principles, attitudes, and behaviors that support and foster a happy and cooperative work environment. One responder highlighted the importance of providing honest feedback, suggesting that the organization appreciates open communication and helpful criticism to promote development and progress.

One participant said that “ideas and opinions are encouraged.” This demonstrates the organization’s dedication to developing and sustaining an environment that values different viewpoints. Emphasis was placed on corporate support, which includes connections at work and commemorating holidays and special occasions. A culture of acknowledging and honoring staff members is shown by one respondent’s statement of “Corporate support: Workplace relationship which borders on but not limited to the celebration of one’s special days and events (birthdays and anniversaries).” Participants recognized the significance of having a strong leadership style and emphasized the benefits of excellent leadership for corporate leadership, culture, and employee motivation. One respondent brought up the Performance Management System (PMS) as evidence of the organization’s methodical approach to appraising and compensating staff members. One participant highlighted the link between a leader and their team, underscoring the significance of constructive and encouraging interactions between leaders and staff.

In terms of culture, respondents acknowledged competitiveness. A participant mentioned the word “competitiveness,” which highlights the organization’s emphasis on developing a climate of constructive rivalry to boost output and inspiration. It was

understood that job responsibilities included assigning tasks that provided confidence, with one participant putting it as “job responsibility – assigned duties that give one a sort of assurance that the organization believes in them,” emphasizing the significance that responsibilities play in fostering motivation and pride. Respondents reported having a supportive working relationship with management, highlighting the significance of constructive relationships and leadership within the organization. The emphasis on organizational support for employees needs a reflected culture that places a high value on attending to the various requirements of employees. The influence of organizational values was acknowledged, demonstrating how the fundamental principles of the organization help to create a supportive and inspiring work environment. It was recognized that ownership of projects and open communication about problems are two facets of organizational culture and leadership that foster a positive and encouraging work environment. As a whole, the respondents depicted a leadership-led and cultured workplace, stressing characteristics such as trust, autonomy, respect, and healthy relationships that support an inspiring and empowering environment.

Recognition of Achievement

The significance of acknowledging accomplishments was emphasized by the respondents as a key source of motivation in the workplace. Their words highlight the organization’s dedication to recognizing and honoring the work and accomplishments of its staff members. A participant underscored the significance of “Recognition of work,” signifying that the organization appreciates and recognizes the labor contributed by its staff members. Another person expressed gratitude for the effort that had been

demonstrated by employees by saying that there was “Appreciation of work.” This demonstrates how the organization values the contributions made by its employees and shows appreciation for their contributions. The phrase “Recognition,” which is straightforward yet effective, captures the participants’ attention on how crucial it is to be recognized for one’s contributions inside an organizational setting. The importance of “Recognition of work by Management – Humane superiors and colleagues with empathy at conduct” was underlined by another responder. This lengthy statement emphasizes a compassionate and understanding approach and implies that acknowledgment comes from colleagues as well as management.

Recognition: The action of being recognized for work done and contribution made, and the participant said, “expressing the significance of having one’s labor and accomplishments acknowledged.” This illustrates the organization’s emphasis on recognizing the concrete efforts and contributions made by its staff members. One participant also emphasized the importance of receiving recognition for one’s efforts and hard work, saying, “Recognition – being recognized for work done and effort put at work.” This highlights the organization’s focus on the results as well as the commitment made by staff members. The phrase “Positive recognition” sums up the participants’ emphasis on encouraging and constructive feedback at work. This phrase implies that the organization prioritizes displaying noteworthy achievements and endeavors. As a collective, the participants emphasized the significance of recognition as a driving force in the workplace. In order to create a supportive and inspiring work environment, they

stressed the organization's dedication to recognizing and honoring the labor, efforts, and achievements of its workers.

Teamwork

The participants emphasized the importance of collaboration as a motivating element in the workplace. Their answers highlight the organization's focus on building strong, cooperative bonds between colleagues, which fosters a supportive and inspiring work environment. A participant highlighted the value of colleagues' understanding and care by saying, "Colleagues understand and are concerned for one another." This is indicative of a culture at work that values compassion and teamwork. Another participant emphasized the importance of colleagues' support by saying, "Colleagues' assistance." This highlights how the organization values collaboration at work, with employees willing to lend support and assistance to one another. The phrase "seamless workflow" captures the participants' emphasis on the seamless execution of activities through effective and efficient team member communication.

One person wrote, "Good working relationships with colleagues – Vibrant and socially active colleagues." Other participants also noticed positive working relationships with their colleagues. This all-inclusive expression implies that the organization emphasizes social interaction and cordiality among coworkers in addition to professional connections. One participant highlighted their helpful and cooperative colleagues, demonstrating how much the organization values colleagues who actively foster a supportive and cooperative work environment. The sentence "Colleagues at work," which is straightforward yet effective, conveys the participants' understanding of the

importance of colleagues' presence and combined effort in the workplace. The emphasis on interaction with colleagues and guests underlined the value of candid communication and teamwork between colleagues as well as with outside stakeholders. The recognition of colleague connections and camaraderie indicates that the organization places high importance on the growth of solid and supportive bonds among team members. One participant stressed the value of having amicable working relationships with colleagues, which reflects the organization's dedication to sustaining a welcoming environment. One participant mentioned regular bonding activities and meetings as examples of team bonding. This implies that the organization makes a deliberate effort to fund events that foster unity and friendship among employees in the workplace.

The phrase "Interaction with colleagues" in general indicates the participants' understanding of the value of consistent communication and teamwork among colleagues in order to accomplish shared objectives. The emphasis on friendly relationships with colleagues suggests that the organization emphasizes the essence of courteous and constructive interactions among team members. The word "teamwork" itself is a concise way for the participants to emphasize the importance of cooperation and group effort in the workplace. According to a participant, inclusiveness highlights the organization's dedication to bringing everyone on board and making sure that everyone is appropriately informed about what happens in the workplace. This illustrates a collaborative and inclusive atmosphere. The phrase "Teamwork" keeps coming up, which serves to reaffirm that everyone is aware of how important it is to work together and support one another in order to create a stimulating work atmosphere. The relevance of cooperation as

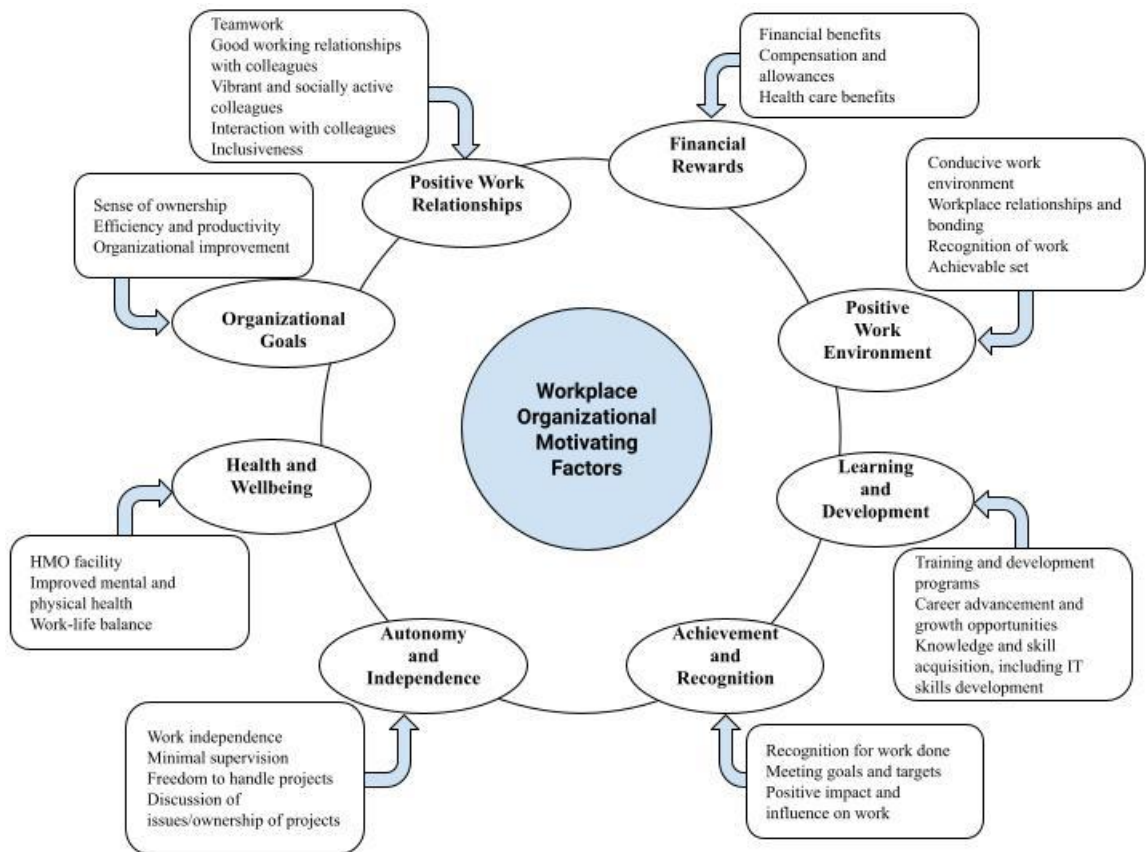
a motivating factor in the workplace is highlighted by the participants collectively in their conclusion. In order to create a coherent and inspiring work environment, their answers highlight the organization's dedication to promoting healthy connections, open communication, and a collaborative attitude among coworkers.

Employee Welfare

Employee well-being was highlighted by the participants as a crucial source of motivation in the workplace. Their answers demonstrated the organization's dedication to providing thorough assistance for workers' well-being, which fosters a supportive and inspiring work environment. A participant expressed the significance of "Employee Assistance," signifying the organization's dedication to offering tools to help staff members with many facets of their personal and work lives. One participant mentioned that the HMO (Health Maintenance Organization) covered everything, even spectacles. This shows how dedicated the organization is to its workers' health and happiness by providing access to medical and visual care. One respondent highlighted the gym's availability for health-related activities, demonstrating the company's proactive attitude to encouraging workers' physical well-being through fitness centers. The company demonstrates a commitment to resolving health-related problems and making sure that employees receive the appropriate support based on medical reports by responding to complaints from HMOs to help employees.

Participants mentioned work-life balance, which includes having the opportunity to work from home one day a week. This illustrates how the organization values striking a balance between work and personal life and provides flexibility to improve worker

satisfaction. The presence of HMO facilities was emphasized, demonstrating the organization's dedication to providing complete medical care to staff members. Participants highlighted the organization's dedication to flexibility in work arrangements to fit individual requirements and preferences. One example of this flexibility is allowing workers to work one day from home. The fact that the participants repeatedly cite "HMO" indicates that they understand how crucial health insurance is to the organization's employee welfare programs. Another participant reaffirmed the possibility of working one day per week from home, highlighting the company's dedication to providing flexible work schedules to improve worker happiness and well-being. The participants emphasized the importance of employee well-being as a motivating element in the workplace in their collective conclusion. In order to foster a supportive and inspiring work environment, they underlined the organization's dedication to providing full assistance for workers' health, work-life balance, and general well-being. These themes that emerged are summarily represented in Figure 5.

Figure 5*Emergence of Themes*

The second interview question was the following: How do you know that these factors motivate you in the workplace?

Workers spoke about how capacity-building programs had a revolutionary effect on their career advancement. One responder emphasized, saying, “My employer’s training opportunities have helped me become a better person. My knowledge and abilities have grown as a result, and this has inspired me to work harder in my job.” An additional quotation that emphasized the importance of improving abilities was, “I am given the chance to grow and develop new skills that are needed within the work

environment, making me more valuable to my employer and motivating me to continue learning.” Additionally, the confidence that comes from Training was expressed as follows: “Training has allowed me to advance my knowledge and abilities. I feel more confident now to take on more responsibilities, and it has inspired me to work even more.”

Financial perks, especially incentives, were a major source of motivation for staff members. “The payment of the 13th-month bonus motivates me to face work challenges head-on,” said one respondent. As one person put it, “The provision of financial benefits, such as incentives and palliatives, helps me to ease unforeseen financial burdens.” Financial benefits were welcomed to ease unforeseen costs. I can now concentrate on my work without having to worry about money thanks to this.” “I am grateful for the financial security that my employer provides me with” was said to emphasize the significance of financial stability. This makes me feel at ease and certain at work, which inspires me to perform to the best of my abilities.”

Constructive criticism and acknowledgment were traits of supportive organizational leadership and culture. One respondent stated, “I value the direct and indirect feedback I receive from my colleagues.” Other respondents also expressed appreciation for their colleagues’ input. This encourages me to keep trying my hardest and helps me achieve better.” Managerial recognition was shown to be a major motivation, as seen by the statement, “I feel valued by my managers, who recognize my work done.” This acknowledgment inspires me to keep up my hard work.” It was accepted that team input was collaborative in nature: “I appreciate my colleagues’

comments on my work. This enables me to view my work in a new light and pinpoint areas for improvement.”

Employee recognition, which includes possibilities for professional advancement and praise for accomplishments, has become a potent incentive. “I am motivated by being recognized for my work done and the efforts I put into achieving set goals,” said one respondent. “I appreciate being appreciated for my work done and the effort I put in,” said another person who expressed thanks for the recognition. I feel appreciated and valued because of this.” It was said that education and promotions might lead to professional advancement: “I am motivated by the opportunity to advance my education and increase my chances of career development through promotions or career switch.”

It was well acknowledged that teamwork is a dynamic force that promotes mutual support and a pleasant work environment. An employee said, “I’m eager to help my coworkers at work reach their full potential. This contributes to making the workplace encouraging and helpful for all employees.” “I am motivated by the increased productivity and eagerness to work that I see in my colleagues,” the person said, recognizing the obvious influence of cooperation on enthusiasm and productivity. This encourages me to help the team succeed.”

Initiatives for the wellness of employees were viewed as signs of the organization’s dedication to overall well-being. One responder said, “The provision of HMO cover for staff, spouse, and four children has motivated me to work better.” HMO coverage was linked to increased motivation. I can concentrate on my work since I know that my family is being taken care of.” As one team member put it, “I am grateful for the

opportunity to participate in social events with my colleagues,” social event participation promoted team cohesion. As a result, the team becomes more cohesive, and relationships are strengthened.” All things considered, the dedication to worker welfare was regarded as evidence of the company’s recognition and regard for its staff.

The third interview question was the following: How do you describe the influence of these factors in the workplace?

Employees have emphasized the benefits and importance of Training and development in the workplace. A participant stated, “The positive influence and impact of training in the workplace have helped me to develop my skills and knowledge, which has motivated me to perform better at work.” One important feature that was underlined was the opportunity to advance and learn new abilities in the workplace. Another responder said “being given the chance to grow and develop new skills that are needed within the work environment has made me more valuable to my employer and has motivated me to continue learning.” The employer’s training programs were acknowledged as sources of motivation and self-assurance. According to a worker, “The training opportunities provided by my employer have given me the confidence to take on more responsibility and have motivated me to work harder.”

One aspect of favorable working conditions that was shown to be beneficial to confidence and morale was the capacity to discuss problems and concerns with colleagues. A worker said, “The ability to discuss challenges and issues with my colleagues has improved my confidence and morale, which has made me more motivated to come to work each day.” It has been observed that having autonomy over tasks and

little oversight fosters a sense of pride and drives people to produce their best work.

Another responder stated, “Being given the freedom to manage projects with little or no supervision has given me a sense of ownership and has motivated me to do my best work.” Furthermore, it has been shown that a supportive and accommodating work environment that enhances job activities can boost motivation and productivity.

According to a worker, “The good and receptive work environment that complements my work schedule and activities has made me more productive and has motivated me to work even harder.”

Financial rewards, such as the 13th-month bonus, were mentioned as incentives to overcome obstacles at work. “The payment of the 13th-month bonus motivates me to face work challenges head-on,” said one respondent. Financial rewards, such as palliative care and incentives, were recognized for their ability to reduce unanticipated expenses and free up time for work-related activities. It was acknowledged that the employer’s assurance of financial stability gave people a sense of comfort and confidence, which boosted their motivation. According to a worker, “The financial security that my employer provides me with makes me feel comfortable and confident in my job, which motivates me to do my best.”

A supportive corporate culture and leadership were critical factors in motivating employees. Emphasis was placed on the value of receiving direct and indirect feedback from colleagues, acknowledgment from supervisors, and appreciation of such input. “I appreciate the direct and indirect feedback that I receive from my colleagues,” stated one responder. This encourages me to keep trying my hardest and helps me achieve better.”

Having one's worth and accomplishments acknowledged was found to be a powerful motivator. "I feel valued by my managers, who recognize my work done," said another participant. This acknowledgment inspires me to keep up my hard work." Colleague comments were also noted as a valuable source of varied viewpoints and possibilities for development. As said by a worker, "I appreciate my colleagues' comments on my job. This enables me to view my work in a new light and pinpoint areas for improvement."

Motivation has been found to be significantly influenced by employee appreciation. The opportunity for professional advancement through promotions or job roles, as well as receiving recognition for efforts and the quality of the work completed, were shown to be motivating factors. A participant stated, "I am motivated by being recognized for my work done and the efforts I put into achieving set goals." A person's sense of worth and respect is influenced by being acknowledged for their efforts and labor. "I appreciate being recognized for the work I do and the effort I put in," said another participant. I feel appreciated and valued because of this." Additional motivators were the possibility of expanding education and job growth prospects. Collaborative efforts and teamwork in the workplace were recognized as motivators. Eagerness to work, willingness to support teammates, and greater productivity all contributed to the desire to help the team succeed. "I am willing to assist my colleagues at work in maximizing performance," said one responder. This contributes to making the workplace encouraging and helpful for all employees." The drive generated by colleagues' passion and productivity highlighted the benefits of cooperation even more.

Motivational factors that are important to employees include HMO coverage and social event attendance. The knowledge that family is covered by HMO coverage improved concentration at work. “The provision of HMO cover for staff, spouse, and four children has motivated me to work better,” said one responder. I can concentrate on my work since I know that my family is being taken care of.” Social event participation has been shown to foster relationships and strengthen team cohesion. “I am appreciative of the opportunity to take part in social events with my colleagues,” said another worker. As a result, the team becomes more cohesive, and relationships are strengthened.” One factor contributing to the employees’ sense of respect and worth was the company’s dedication to their well-being. In conclusion, workers have conveyed how these diverse elements positively affect and influence their motivation at work. Fostering a motivated and engaged workforce involves a number of factors, including capacity building, favorable working circumstances, financial incentives, organizational leadership and culture, employee recognition, teamwork, and employee welfare.

The fourth interview question was the following: How do you describe the impact of these factors on you in the workplace?

Building capacity via Training has a connection to both individual growth and industrial competitiveness. “I have experienced improvement of on-the-job responsibilities because of training,” the participant said, highlighting the significance of Training in improving job responsibilities. Motivational consequences include the opportunity to compete successfully in the sector and personal growth. A variety of work experiences, financial remuneration, opportunities for team building, and skill

development are listed as results of Training and development and financial advantages. “I have experienced financial benefits by creating increased confidence,” said one responder, emphasizing the financial component of motivation. Diverse job experiences and team-building activities enhance motivation and skill development. One participant summarizes using social and leadership skills to interact with leaders and people in the company as follows: “I have been able to work with leaders/people in the organization via social/leadership skills.” This exchange encourages more socialization at work, which helps create a non-toxic atmosphere and gives people a platform for self-expression. The responder highlights that this has a good effect on the workplace by fostering an environment that is favorable to interpersonal communication and individual expression.

One responder said, “I have a confidence level on the job,” emphasizing how crucial confidence is in the workplace setting. Building one’s self-confidence has been found to be a major motivator that affects one’s capacity for effective work performance. with financial gains, specifically with the want for recognition, one participant said, “I have felt the need to be appreciated more.” Appreciation and recognition are acknowledged as being important components of motivation, suggesting that motivation is greatly increased when one’s efforts are acknowledged. The well-being of employees is considered while talking about workloads that are above average and striking a balance between work and life. Another participant made the observations, “I have experienced workload more than ordinary” and “I have considered Work/Life balance,” highlighting the significance of both a balanced life and the influence on job performance. The responder said, “I have recognized the impact of health facilities for a spouse and family

(creates an impact to work better).” Health facilities for spouses and families are also addressed. The availability of medical facilities is seen to be a motivating element that enhances productivity.

The importance of a non-toxic work environment and the opportunity for self-expression are discussed under the topic of organizational leadership and culture. A participant stated, “I have experienced increased socializing at the workplace due to non-toxicity and the opportunity for the expression of self.” Increasing responsibilities and trust in the workplace are shown to be important elements that improve aptitude and encourage critical thinking. The respondent said, “I have been influenced to think and increase capability due to trust at work and increased responsibilities.” This demonstrates how trust and accountability have a good effect on motivation. Developing one’s career and boosting self-esteem are mentioned as motivators. “I have been inspired to aspire for improvement in career and self,” a respondent said, highlighting the significance of inspiration in promoting both professional and personal development. Furthermore, the enhancement of motivation is associated with the development of IT skills and organizational behavior, as well as the skillful handling of work-related challenges.

The impact of a conducive work environment on work-life balance and financial considerations related to remote work plans are mentioned. One participant emphasized the flexibility offered by hybrid work arrangements when they said, “I have experienced work-life balance granting me an opportunity to achieve duality through hybrid work plans.” Financial rewards, such as lower expenditures and travel expenses, are acknowledged as motivators. “I have experienced reduced expenses through the remote

work plan and other financial support,” said the responder. Motivation is positively impacted by exposure, a shift in work ethics, and representing the organization. One participant said, “I have experienced exposure,” highlighting the effect that acquiring fresh experiences and viewpoints has on motivation. Positive motivation is influenced by a shift in work ethics and the capacity to successfully represent the organization.

The absence of these motivating factors is acknowledged to have a detrimental effect. A respondent noted, “When not available, it slows down work,” emphasizing the importance of these factors in maintaining work efficiency. Staff members who are unavailable tend to perform worse and provide worse results. Positive, motivating results include an eagerness to work, an impact on customer interactions, a better temperament, people management abilities, and a sense of pride in belonging to the organization. “I have an increased eagerness to get to work,” a respondent said, suggesting that the existence of motivating factors influences one’s desire to participate in job-related activities. Enhanced concentration on tasks, favorable influence, and contentment in one’s occupation are acknowledged consequences of driving forces. As one participant put it, “I have experienced increased focus on work,” highlighting the effect on productivity and engagement at work. The existence of these motivating factors is linked to favorable effects on job satisfaction.

Lastly, supportive leadership and culture are known to provide greater accountability, higher responsibility, and the development of organizational skills in addition to better relationships and skill development. A participant emphasized the sense of responsibility fostered by strong corporate leadership and culture when it was said, “I

have become more responsible and owning up to one's responsibility." In summary, these responses illustrate the diverse ways in which various factors contribute to employee motivation across themes such as Training and development, conducive working conditions, monetary benefits, organizational leadership and culture and leadership, employee recognition, teamwork, and employee welfare.

The fifth interview question was the following: How do you describe whether these factors in the workplace motivate you?

As one respondent put it, "I am happy, excited, and wanting to work." These are obvious signs of motivation. This affirmative emotional reaction indicates a desire to participate in work-related activities, exhibiting an innate drive that enhances job satisfaction. One participant exemplifies the idea that positive pressure may be a motivating force by saying, "I experience positive pressure." Positive pressure is said to be a motivating factor that pushes people to provide their best efforts and creates a sense of challenge and accomplishment. The motivating factors that are highlighted include cooperation and teamwork. One responder mentioned that, "I experience collaboration and teamwork." The recognition of teamwork and collaboration in the workplace suggests that collaborating with colleagues is seen as inspiring.

The use of technology via the application of software to connect everyone on the system and ensure transparency in work processes is described by a participant: "The software puts everyone together on the system, and everyone knows what everyone is doing." This highlights the role of technology in creating an interconnected and transparent work environment, contributing to motivation through enhanced

communication and visibility. The respondent outlines the motivating aspects that guarantee optimal job performance, saying, "I experience motivational factors that ensure that work is done at an optimal level." This broad statement includes a variety of motivating factors that work together to help achieve high-quality job outputs. A participant says, "I have the creation of efforts/options to work in the organization." This represents their efforts and choices to work inside the organization. This implies that the organization gives people options and chances, which boosts motivation by granting freedom and flexibility. Two aspects that are regarded as motivating are job development and educational progress. One participant said, "I experience career development and educational advancement." These opportunities for learning and professional development provide a sense of advancement and development, which boosts motivation.

Confidence building with colleagues and clients in terms of presentation and representation is emphasized as a motivational outcome: "I have confidence building with colleagues and clients in terms of presentation and representation." This suggests that encouraging relationships and acknowledgment have a role in boosting motivation and confidence. One responder stated, "I experience appreciation and recognition for work done," highlighting the importance of these factors as motivators. Having one's efforts and accomplishments recognized has a good effect on motivation by creating a feeling of worth and achievement. One responder describes the influence of their altered behavior and perspective on work, saying, "I no longer view work as a burden because of my altered behavior and perspective." This shift in perspective shows that motivating

factors and a supportive work atmosphere help to change attitudes and make work more pleasurable.

Motivational outcomes include acknowledgment for completed work, exposure, confidence building, career advancement, and knowledge acquisition (e.g., “I have recognition for work done, exposure, confidence building, enormous growth in one’s career path, and acquisition of knowledge and skills”). Together, these components promote professional and personal growth, which boosts motivation. Enhanced self-assurance among coworkers and improved comprehension and collaboration in the workplace are seen as motivating factors: “I have increased confidence amongst colleagues and better understanding and cooperation at work.” This implies that encouraging relationships and mutual assistance play a part in creating a stimulating work atmosphere. Creating a positive work environment and being willing to take on additional duties are listed as motivating factors: “I experience willingness to take on more responsibilities and the creation of a conducive work environment.” This indicates that a supportive environment and opportunities for growth contribute to motivation.

Management style, value added to work, recognition of work done, and support from HMO facility and Training & Development are mentioned as motivational factors: “I experience management style (roles), value added to work, recognition of work done, and support from HMO facility and Training & Development.” Together, these factors offer a supportive work environment and opportunities for advancement, which boost motivation. Motivational outcomes that are highlighted include better mental and physical health, higher productivity, and self-motivation to perform at one’s best: “I have

improved mental and physical health, increased productivity, and self-motivation to do my best.” These factors support both work satisfaction and general well-being. It is determined that the following are motivating outcomes: “I experience the propensity to go to work, improvement in skills, and confidence.” This implies that the willingness to participate in job activities and personal development is influenced by positive, motivating factors.

Motivational outcomes such as the desire to put in more effort at work, a conducive work environment, and good relationships with colleagues are mentioned: “I have the desire to put in more effort at work, a conducive work environment, and good relationships with colleagues.” These factors collectively contribute to a positive work atmosphere and motivation. The following are listed as motivational outcomes: “I experience advanced knowledge, more exposure from bonding experiences with colleagues in other departments, expanded experience, and self-discovery on the job.” These factors support motivation by advancing both professional and personal development. Motivational outcomes include higher pay, health benefits from an HMO, the opportunity to learn and advance professionally, and career development. One such consequence is “I experience increased salary, HMO benefits, opportunities to explore and grow on the job and professionally, and career development.” Together, these factors support both professional and financial incentives.

Motivational results include things like “I have become better organized, have productive time, I am better focused and responsible, and have increased knowledge.” In other words, they are things that are acknowledged as motivating outcomes. These factors

support motivation and aid in both professional and personal development. The following are mentioned as motivational outcomes: “I experience self-improvement in comparison to the former workplace, increased knowledge of the job assigned and other areas of work, better organization, being easily approachable, and more productivity.”

Improvements over the previous workplace are also mentioned. These factors contribute to personal and professional growth, fostering motivation.

The following are highlighted as motivational outcomes: “I am still on the job, have opportunities for training, and have networking opportunities.” These include opportunities for networking and Training. These factors support professional relationships, skill growth, and work stability, all of which increase motivation. The following are highlighted as motivational outcomes: “I have financial benefits, health care through HMO, cordial relationships with colleagues, good training and development programs, conducive environment to work in, and willingness to work.” Together, these factors support motivation and a pleasant work atmosphere. In summary, the responses highlight a variety of factors that contribute to employee motivation across themes, such as Training and development, conducive working conditions, monetary benefits, organizational leadership and culture, employee recognition, teamwork, and employee welfare. The diverse range of motivational outcomes underscores the multifaceted nature of factors that positively influence employees in the workplace.

The sixth interview question was the following: How do you describe whether these factors in the workplace motivate you from an organizational perspective?

A key element in the success of an organization is employee retention. The phrase, “I find motivation in staff retention,” suggests that an organization benefits from having steady and knowledgeable personnel because it sustains productivity and institutional knowledge. One component that has been shown to be motivating is organizational branding. The assertion made by the participant that “I am motivated by organizational branding” implies that employee motivation is influenced by an organization’s favorable and distinct image. This is so that it can recruit top people and improve the organization’s reputation. It is acknowledged that new leadership that emphasizes adaptability and corporate principles is a motivating element. The statement, “I am motivated by new leadership with a focus on flexibility and organizational values,” implies that effective and adaptable leadership positively influences employee motivation by fostering a work environment aligned with organizational principles.

Motivating factors include the organization’s reputation as the voice of business in Nigeria’s private sector and its principles, which include integrity, problem-solving skills, a wealth of expertise, and a quest for greatness. “I find motivation in the organization being the voice of business in the private sector in Nigeria, emphasizing values such as uprightness, solutions, quality, experience, and excellence,” is a statement by a participant. It highlights the beneficial effects of an organization’s reputation and fundamental values on employee motivation. Workflow efficiency and a more orderly workspace are recognized as motivating elements. The quote, “I am motivated by the ease of workflow and a better-organized workplace,” suggests that employee motivation is favorably impacted by an efficient and streamlined work environment that lowers

stress and increases productivity. A good representation of the organization contributes to employee motivation. The statement, “I find motivation in good representation, and the organization is well-represented in the public,” suggests that employees feel motivated when their organization is positively presented to the public, leading to a sense of pride and recognition.

Opportunities for growth and development within the organization are acknowledged as motivating factors. The quote, “I am motivated by growth and development opportunities, increased productivity, and collaboration,” emphasizes how employee progress and teamwork are positively impacted by organizational support. One component that is regarded as motivating is organizational progress. The aforementioned remark by a participant, “I find motivation in organizational improvement and better public recognition and respect,” implies that good changes in the organization’s performance and an increase in public recognition and respect are what inspire employees. Employee motivation is influenced by increased output and improved harmony at work. The statement, “I am motivated by improved productivity, better harmony at work, and better appreciation by the public,” indicates that a positive work environment and increased efficiency positively impact employee motivation.

Work retention and avoiding the need to recruit new employees are recognized as motivational factors. The statement by another participant, “I find motivation in work retention and having no need to recruit, leading to increased income due to input and cost-cutting,” suggests that organizational stability and a steady workforce positively influence employee motivation. Meeting set goals and annual targets is identified as a

motivational factor. The quote, according to another participant, “I am motivated by meeting up with set goals and annual targets, multitasking to reduce staffing expenses and save time, and adding value,” highlights how employee motivation is positively impacted by working toward organizational objectives and adding value to the company. Supporting the hiring of exceptional employees advances both employee motivation and corporate objectives. The quote by a participant, “I find motivation in assisting in the recruitment of qualitative employees, ensuring organizational goals are met, and increasing productivity,” emphasizes the beneficial impact that a competent and competitive workforce has on both employee motivation and corporate performance.

Enhanced public perception and a higher bottom line are acknowledged as motivating consequences. According to the statement, “I am motivated by improved bottom line and improved public perception,” an organization’s ability to turn a profit and project a favorable image both influence employee motivation. One aspect that is regarded as motivating is the timely completion of given tasks in a favorable and productive setting. A participant asserted that “I find motivation in timely delivery on assigned duties due to a good and productively conducive environment, leading to efficiency and bottom-line improvement,” which highlights the advantages of having a great work environment for motivated employees. The motivation of employees is influenced by several factors, such as organizational enhancement, goal attainment, enhanced reputation, and a better image. The statement by a participant, “I am motivated by organizational improvement, achievement of organizational goals, positive reputation,

and improved image,” emphasizes the positive influence of organizational success and a positive public image on employee motivation.

Achieving organizational objectives and adjusting the present economic climate are acknowledged as motivating elements. The statement, “I find motivation in meeting organizational goals and adapting to the current economic situation,” suggests that employee motivation is favorably impacted by organizational performance and resilience in trying economic times. The accomplishment of organizational goals and committed driven workers are two factors that influence employee motivation. The quote by a participant that, “I am motivated by organizational goal achievement and dedicated, motivated employees,” emphasizes the beneficial effects that a motivated and goal-oriented workforce may have on both employee and organizational motivation. Teamwork, togetherness, and meeting financial objectives and targets on schedule are recognized as motivating outcomes. A participant stated, “I find motivation in financial goals and targets being met within set time, teamwork, and unity,” indicating that achieving financial objectives and fostering a collaborative work environment positively influence employee motivation.

Success in the workplace and employee motivation is influenced by a feeling of ownership, creativity, dedication, and giving it their all at work. It is clear from the statement by a participant that “I am motivated by a sense of ownership, making employees innovative, committed, and giving their best to work, leading to organizational goals being achieved,” that employee engagement and devotion have a beneficial effect on both employee motivation and organizational performance. To summarize, these

answers draw attention to a variety of organizational elements that support worker motivation. Employee motivation is mostly fostered by themes including staff retention, corporate branding, leadership traits, a positive work environment, growth possibilities, and organizational success.

Summary

The investigation of the factors influencing employee motivation has provided rich and complex findings that answer the broad subject of inquiry as well as its subtle counterparts. The summary below captures the core of the findings.

Research Question 1

How do the employees describe the factors that motivate them in the workplace? Participants' comments revealed a diverse array of motivating factors. Key drivers were monetary benefits, competent leadership, suitable working conditions, job security, and possibilities for advancement. Employees highlighted the importance of receiving recognition for their accomplishments, demonstrating the delicate interaction of extrinsic and intrinsic motivators. The responses' comprehensive perspective gives a full grasp of the various aspects that contribute to employee motivation.

Research Question 2

How do the employees describe how the factors motivate them in the workplace? As they dug deeper into the terrain of motivation, employees said that financial rewards are concrete representations of value and acknowledgment. The ability to shape a favorable work environment and increase motivation was what made a leader stand out. Good working conditions have been associated with increased well-being, highlighting

the internal drive that comes from a positive environment. Not only was job security regarded as stability, but it also served as a basis for ongoing drive. There were layers to the incentive dynamic since growth opportunities were closely linked to both professional and personal development. Acknowledgment of achievement has become a potent internal motivator that breeds satisfaction and a sense of success.

Research Question 3

How do the employees describe the benefits of the factors that motivate them in the workplace? The benefits outlined by employees reflected not only individual satisfaction but also organizational commitment. Monetary benefits were seen as more than just financial rewards; they were acknowledgments of contributions. Leadership, working conditions, and job security were linked to enhanced well-being, job satisfaction, and increased commitment. Opportunities for growth were perceived as avenues for continuous improvement, benefiting both the individual and the organization. Recognition for achievement was described as a catalyst for heightened motivation, contributing positively to job satisfaction and commitment.

In the next chapter, the discussion will center on the interpretation of these findings, exploring their alignment with existing literature and shedding light on the unique contributions of this study. Limitations will be discussed, recommendations will be proposed for future inquiries, and the implications of the study for positive social change will also be presented.

Chapter 5: Discussion, Conclusions, and Recommendations

This qualitative case study aimed to uncover, comprehend, and describe workplace factors motivating organizational representative employees in Nigeria. This qualitative case study involved semi-structured interviews with 16 full-time employees from a private sector organization, recorded and transcribed for analysis. Data collection involved interviews.

The researcher explored motivational factors influencing organizational representative employees in Nigeria, uncovering multifaceted themes through participant insights. Training and development emerged as pivotal, fostering motivation through skill enhancement and educational opportunities. Conducive working conditions were characterized by a supportive atmosphere and autonomy, heightened morale, and productivity. Monetary benefits, including financial rewards and job perks, played a pivotal role in motivating individuals. Supportive leadership, coupled with recognition and acknowledgment, positively impacted professional growth. Collaborative work environments, social events, and employee welfare considerations also contributed to increased motivation. Overall, the study underscored the holistic nature of employee motivation, emphasizing the need for organizations to address various facets, including training, working conditions, financial rewards, supportive culture, recognition, teamwork, and employee welfare, to cultivate a motivated and engaged workforce. This refined understanding reaffirms the importance of a people-centric approach to organizational success.

Interpretation of Findings

The alignment and divergence of the findings with the existing literature illuminated the intricacies of employee motivation and offered valuable insights into the evolving landscape of organizational behavior. The findings resonate with several established theories and empirical studies, starting with Maslow's hierarchy of needs. The identification of job security and job satisfaction as significant motivational factors aligns with Maslow's emphasis on physiological and esteem needs (Maslow, 1943). Also, the recognition of intrinsic factors such as recognition, achievement, and growth as key motivators support Herzberg's theory, emphasizing that true job satisfaction stems from factors beyond mere salary considerations (Herzberg, 1959). The research aligns with the notions of equity and expectancy by highlighting the importance of fair compensation and the expectation of tangible rewards influencing motivation (Adams, 1963; Baumann & Bonner, 2016). The results of the thematic analysis align with the literature that underscores the importance of a conducive work environment, recognition, and teamwork in fostering employee motivation (Putnam et al., 2014).

However, the current study also unraveled nuances that diverge from conventional literature. Although recognition for achievement is a well-established motivator, my study accentuated its profound impact, suggesting that acknowledgment not only enhances motivation but also contributes significantly to job satisfaction and accomplishment (Dhammika et al., 2012). Although researchers have debated the centrality of financial incentives (Abadi et al., 2011; Rukhmani et al., 2010), my findings underscore their significance in overcoming work challenges and providing stability. The

contradiction could be attributed to contextual factors, organizational differences, or shifts in employee expectations over time. Current findings suggest that, in certain contexts or industries, financial rewards remain a potent motivator.

Several key themes emerged through the thematic analysis of the qualitative data and yielded rich insights into the factors that motivate employees in the workplace. Employees consistently highlighted the significance of training and development opportunities as a critical motivator. The provision of regular training sessions was emphasized for staying current with industry trends and fostering continuous professional growth. Educational support and organization-sponsored training programs were recognized for promoting holistic development and excellence. Exposure and intellectual growth through travel and training were identified as powerful catalysts for motivation. These findings align with existing literature emphasizing the importance of continuous learning and development in enhancing employee motivation (Stallworth, 2020). The results confirm the notion that access to training contributes not only to skill development but also to overall job satisfaction and motivation (Vohra & Iraqi, 2020).

Respondents expressed satisfaction with a work environment described as relaxed, confidence building, and conducive to productivity. Inclusive work culture, provision of necessary tools, and commitment to IT workspace were emphasized. Positive aspects included work independence, support for diverse needs, and a healthy, nonhostile atmosphere. These findings resonate with literature highlighting the importance of a positive work environment in fostering employee motivation (Putnam et

al., 2014). The thematic analysis confirms that elements such as an inclusive culture and a supportive atmosphere contribute significantly to employee motivation and satisfaction.

Financial components, such as 13th-month bonuses, pension contributions, and additional incentives, were highlighted as crucial motivators. The acknowledgment of monetary benefits for daily needs and compensating incentives based on performance was noted. Recognition of the organization's commitment to competitive compensation and financial support during unforeseen circumstances positively influenced motivation. These results align with literature emphasizing the motivational impact of financial rewards on employee performance and satisfaction (Abadi et al., 2011). The thematic analysis confirms the continued significance of monetary benefits as a key driver of motivation in the workplace (Rukhmani et al., 2010).

Employees valued a relaxed environment, appreciation of work, and the importance of leadership in creating positive work cultures. Trust, minimal supervision, openness to feedback, and encouragement of ideas and opinions were emphasized. Recognition of organizational values, ownership of projects, and open communication were seen as fostering a positive and empowering work environment. These findings align with literature that underscores the role of leadership and organizational culture in influencing employee motivation (Stallworth, 2020). The thematic analysis confirms that supportive leadership and a positive work culture significantly contribute to employee motivation, reflecting broader trends in the literature (Putnam et al., 2014).

Recognition of work, appreciation, and positive recognition were highlighted as significant sources of motivation. Acknowledgment of efforts and achievements by

management and colleagues was seen as contributing to a motivating workplace. These results align with established theories, such as Herzberg's (1959) two-factor theory, emphasizing the importance of recognition and achievement as intrinsic motivators. The thematic analysis confirms that the need for acknowledgment and recognition continues to be a powerful driver of employee motivation (Dhammika et al., 2012).

Respondents emphasized the importance of teamwork, understanding among colleagues, and a seamless workflow. Positive working relationships, assistance from colleagues, and interaction with team members were recognized. The value of team bonding activities and a culture of collaboration were emphasized. These findings align with literature emphasizing the positive impact of teamwork on employee productivity and enthusiasm (Putnam et al., 2014). The thematic analysis confirms that a culture of collaboration and positive working relationships significantly contributes to employee motivation.

Employee assistance, health coverage, and the availability of a gym were seen as indicative of the company's commitment to employee well-being. Work-life balance, flexibility in work arrangements, and HMO facilities were recognized as supportive measures for employee welfare. The organization's proactive approach to addressing health-related issues and providing comprehensive support for overall well-being positively influenced motivation. These results align with literature that highlights the importance of employee welfare initiatives in enhancing overall job satisfaction and motivation (Putnam et al., 2014). The thematic analysis confirms that organizations focusing on employee well-being contribute significantly to motivation and satisfaction.

The thematic analysis results align with and extend existing literature on employee motivation. The emphasis on training and development supports the literature's focus on continuous learning for enhanced job satisfaction and motivation (Stallworth, 2020). The confirmation of the importance of a positive work environment, financial rewards, leadership, and recognition aligns with established theories and findings (Adams, 1963; Dhammika et al., 2012; Herzberg, 1959; Rukhmani et al., 2010). Additionally, the extension of knowledge through the trichotomy of motivation and the thematic analysis framework provides a thorough understanding of motivational factors, contributing to the ongoing discourse on employee motivation (Koziol & Koziol, 2020; Putnam et al., 2014). The thematic analysis introduces a comprehensive framework incorporating training and development, conducive working conditions, monetary benefits, organizational leadership and culture, recognition of achievement, teamwork, and employee welfare. This extended thematic framework provides a holistic understanding of the multifaceted nature of employee motivation, offering a more thorough approach for organizations to enhance employee engagement and satisfaction.

Employee Motivational Factors

The study revealed that intrinsic factors, such as a sense of achievement, recognition, and the meaningfulness of work, significantly motivate employees. The desire for challenging tasks, opportunities for creativity, and a sense of autonomy were identified as key drivers of intrinsic motivation. These findings align with Herzberg's (1959) two-factor theory, emphasizing the importance of intrinsic factors in job satisfaction and motivation. The study confirms that factors contributing to the intrinsic

motivation of employees closely relate to the psychological needs outlined in self-determination theory (Deci & Ryan, 1985).

Extrinsic factors, including competitive compensation, bonuses, and benefits, were identified as significant motivators for employees. The study highlighted that although intrinsic factors contribute to job satisfaction, extrinsic factors play a pivotal role in meeting basic needs and ensuring financial security. These align with various motivational theories, including Maslow's (1943) hierarchy of needs and Vroom (1964) expectancy theory. The current study confirms the ongoing relevance of extrinsic rewards in addressing fundamental needs and motivating employees.

The study also identified social factors, such as positive relationships with colleagues, teamwork, and a supportive work culture, as crucial for employee motivation. Social interactions, recognition from peers, and a collaborative environment were highlighted as key components of a socially motivating workplace. The findings align with theories emphasizing the social dimension of motivation, such as Alderfer's (1969) ERG theory and Blau's (1964) social exchange theory. The current study confirms that social factors are integral to creating a motivating workplace and fostering positive employee experiences. The summary of the identified factors affecting workplace motivation is presented in Figure 6.

Figure 6*The Emerged Structure***Impact of Motivation in the Workplace***Enhanced Productivity*

Motivated employees are more likely to be engaged, committed, and productive. The current study suggests that organizations fostering a motivational work environment can expect increased efficiency, improved task performance, and a higher quality of output. The presence of motivational factors positively influences teamwork, collaboration, and knowledge sharing. A motivated workforce is likely to contribute to a positive organizational culture, fostering innovation and adaptability.

Reduced Turnover

Addressing the identified motivational factors contributes to higher employee retention. The study implies that organizations investing in employee satisfaction, recognition, and professional development are likely to experience lower turnover rates.

Reduced turnover leads to more stable teams and a better understanding of organizational processes. A motivated workforce is more likely to stay committed to the organization, creating a sense of loyalty and long-term engagement.

Improved Employer Branding

A workplace that prioritizes employee motivation becomes an attractive employer. The study suggests that organizations emphasizing motivational factors can enhance their reputation, making them more appealing to potential employees. Positive employer branding attracts top talent, fostering a competitive advantage in the recruitment process. A motivated workforce becomes a testament to the organization's commitment to employee well-being and professional development.

Limitations of the Study

The execution of the study revealed certain limitations that should be acknowledged to ensure transparency and an exact understanding of the research outcomes.

Limited Generalizability

The study acknowledged the limitation stemming from the focus on a single case study in a private sector organization in a specific location. It was recognized that the experiences of these employees might not fully represent the views of all employees within the organization or the broader working population. Upon execution, it became evident that the study's findings are highly contextualized within the unique organizational culture and work environment of the organization. While the insights provide in-depth knowledge about the motivational factors within the organization,

caution must be exercised when generalizing these findings to other organizations or industries. The study's outcomes may primarily reflect the specific conditions at this organization and may not be universally applicable.

Heterogeneity of Participants

The potential variation in experience levels and job responsibilities among the selected participants was highlighted despite their common organizational affiliation. During the study, it was observed that participants exhibited diverse backgrounds, roles, and tenure within the organization. This diversity introduced complexities in analyzing motivational factors, as individual experiences and expectations varied widely. The heterogeneity among participants adds a layer of complexity when drawing overarching conclusions about the impact of motivational factors on the entire workforce.

Data Quality and Representativeness

The focus on a single organization and potential variations over time were highlighted as potential limitations. As the study progressed, it became evident that the reliance on data collected from a specific organizational context may limit the generalizability of findings to the broader Nigerian working population. The rapidly changing nature of the Nigerian work environment underscores the challenge of capturing intricate shifts in employee preferences and job satisfaction over time.

Sector-Specific Representation

The limitation related to the perception that the interviewed employees represent those in the private sector of the Nigerian economy was initially identified. The study found that while participants indeed represented the private sector, the dynamics within

the organization might not fully encapsulate the broader spectrum of private sector organizations in Nigeria. The nature of services provided by the organization and the specificities of its role within the private sector introduces a potential bias in the perspectives gathered. Consequently, caution is warranted when extrapolating findings to private sector employees in diverse organizational contexts.

While the insights gleaned from the organization are valuable for understanding motivational factors within the organization, they should be viewed as a contribution to the broader discourse on employee motivation rather than as universally applicable principles. Future research endeavors should aim to address these limitations through diversified samples and methodologies to enhance the external validity of findings.

Recommendations for Further Research

The insights garnered from the current study, coupled with an understanding of its strengths and limitations, pave the way for valuable recommendations for future research.

Cross-Organizational Comparative Studies

Given the study's limitation in generalizability due to its focus on a single case study of a private sector organization, future research should prioritize cross-organizational comparative studies. This approach involves investigating employee motivational factors across diverse organizations within the same sector or industry. By capturing a broader spectrum of organizational cultures and practices, researchers can discern commonalities and variations in motivational factors, providing a more comprehensive understanding of the phenomenon. This could be done by conducting a comparative analysis of employee motivational factors in multiple organizations within

the Nigerian private sector, ensuring diverse industry representation to capture variations in organizational structures, cultures, and practices, and using a mixed-methods approach to triangulate findings and enhance the robustness of the study.

Longitudinal Studies on Employee Motivation

To address concerns about the representativeness of data over time, future research should embrace longitudinal studies that track changes in employee motivational factors across different temporal stages. This approach allows researchers to observe how motivational dynamics evolve in response to internal and external influences, providing a nuanced understanding of the dynamic nature of employee motivation. This could be done by designing a longitudinal study spanning multiple years to track changes in employee motivation within a specific organization or industry, regularly collecting data at predefined intervals, incorporating quantitative and qualitative measures, analyzing trends, and identifying factors contributing to shifts in employee motivation over time.

In-Depth Exploration of Job-Specific Motivational Factors

Building on the study's thematic analysis, future research should delve deeper into specific job roles and their unique motivational dynamics. This approach recognizes that employees in different positions may be driven by distinct factors, and a granular exploration can uncover job-specific details that contribute to a more comprehensive motivational framework. For instance, this could be achieved by selecting a specific job category within an organization and conducting an in-depth exploration of the motivational factors relevant to that role. This could then be followed by utilizing qualitative methods such as in-depth interviews and focus group discussions to capture

intricate insights and then compare findings across different job categories to identify commonalities and differences.

Integration of Technology in Motivational Strategies

The rapid evolution of technology has transformed the workplace, influencing how employees interact with their tasks and colleagues. Future research could investigate the role of technology in shaping motivational strategies and explore how organizations can leverage digital tools to enhance employee engagement and satisfaction. To implement this, a researcher could conduct a study focusing on the integration of technology in employee motivational strategies, explore how tools such as gamification, virtual collaboration platforms, and performance analytics impact employee motivation, collect feedback from employees and assess the effectiveness of technology-driven motivational interventions.

Comparative Analysis of Motivational Strategies Across Sectors

Acknowledging the sector-specific bias identified in the current study, future research should aim for a comparative analysis of motivational strategies across different sectors. Understanding how motivational approaches vary in diverse sectors can inform targeted interventions and contribute to the development of sector-specific best practices. A researcher could select two or more sectors (e.g., private, public, nonprofit) and investigate motivational strategies within each, then compare and contrast the effectiveness of motivational approaches, considering the unique challenges and objectives of each sector.

Exploration of Cultural Influences on Employee Motivation

Culture plays a significant role in shaping individual and organizational behaviors. Future research should explore the influence of cultural factors on employee motivation, considering how cultural nuances impact the perception of motivational strategies and the effectiveness of such strategies in diverse cultural contexts. This requires conducting a cross-cultural study examining employee motivation in organizations with diverse cultural backgrounds. Employ qualitative methods to capture cultural nuances and identify cultural-specific motivational factors. Analyze how organizations can tailor motivational strategies to align with cultural values and norms.

Implications

The implications of the study extend across multiple dimensions, encompassing individual, organizational, and societal (social change) levels. This section explores the potential positive social change stemming from the study's findings, addressing methodological, theoretical, and empirical implications. Additionally, practical recommendations for individuals, organizations, and policymakers are discussed to translate research insights into tangible improvements.

Individual Level Implications

Enhanced Self-Awareness and Job Satisfaction

The study's identification of specific motivational factors provides individuals with a heightened sense of self-awareness regarding their own drivers at the workplace. Armed with this knowledge, employees can proactively align their aspirations with job-related factors that contribute to satisfaction. This self-awareness empowers individuals

to make informed decisions about career paths, contributing to improved personal well-being.

Career Development Strategies

Individuals can leverage the study's insights to develop personalized career strategies. Understanding the key motivational factors identified in the research enables employees to navigate their career trajectories with a focus on roles, responsibilities, and work environments that resonate with their intrinsic motivators. This, in turn, can lead to more fulfilling and purpose-driven professional journeys.

Organizational Level Implications

Refinement of Motivational Strategies

Organizations stand to benefit from the study's thematic analysis of motivational factors. The findings offer a roadmap for refining existing motivational strategies and tailoring interventions to address the specific needs and preferences of employees. By aligning organizational practices with identified motivators, organizations can cultivate a more engaged and satisfied workforce.

Employee Retention and Productivity

The implications for organizations extend to improved employee retention and enhanced productivity. As organizations prioritize factors identified in the study, such as recognition, growth opportunities, and work-life balance, they are likely to create environments where employees feel valued and motivated to contribute their best. This, in turn, fosters a positive organizational culture and bolsters overall productivity.

Societal/Policy Level (Social Change) Implications

Informed Policy Development

At the societal level, the study provides a foundation for informed policy development aimed at creating conducive work environments. Policymakers can draw on the identified motivational factors to shape labor policies that encourage fair compensation, professional development opportunities, and a healthy work-life balance. These policies contribute to the well-being of the broader workforce.

Promotion of Inclusive Workplaces

The study underscores the importance of recognizing and accommodating diverse motivational factors. Societal and policy-level implications involve advocating for inclusive workplaces that acknowledge and celebrate individual differences. Policies promoting diversity, equity, and inclusion contribute to a more equitable distribution of opportunities and resources in the workforce.

Methodological Implications

Methodologically, the study contributes to the refinement of thematic analysis in motivation research. The systematic identification of themes related to motivational factors serves as a template for future studies in similar domains. Researchers can adopt and adapt the thematic analysis approach employed in this study to explore motivational dynamics in different contexts.

Theoretical Implications

The study enriches existing motivational theories by providing empirical evidence of specific factors influencing employee motivation in the Nigerian private sector. The

identified themes contribute to the ongoing discourse on motivation, potentially influencing the evolution or expansion of existing motivational theories to better reflect the complexities of contemporary workplaces.

Empirical Implications

The empirical implications of the study lie in its role as a foundational piece for future research endeavors. Researchers can build upon the identified motivational factors, utilizing them as a springboard for more targeted investigations. Replication studies across different industries and regions can further validate and refine the empirical contributions of this research.

Recommendations for Practice

The study's findings offer practical guidelines for organizations seeking to enhance employee motivation. The recommendations for practice include the implementation of tailored motivational strategies that align with identified factors. Organizations are encouraged to integrate employee feedback, conduct regular assessments, and adapt practices to foster a motivational climate.

Conclusions

The key essence of this study lies in its deep exploration and understanding of the factors that motivate employees within the Nigerian private sector. The study delves into well-established motivational theories such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, Adams' Equity Theory, and Vroom's Expectancy Theory, providing a comprehensive theoretical foundation. Through an extensive literature review and thematic analysis of empirical studies, the research confirms certain established theories,

such as the significance of financial rewards and the positive impact of a conducive work environment on motivation. At the same time, it identifies instances where the findings deviate or challenge established norms, offering fresh perspectives on the intricate relationship between motivation and various organizational and individual factors.

The study not only confirms the relevance of classical motivational theories in the Nigerian context but also extends knowledge by highlighting the importance of personalized motivational approaches, supervisory support, and the interdependence of hygiene and motivator factors. It goes beyond a mere confirmation of existing knowledge to contribute novel insights that are specifically relevant to the Nigerian private sector. From a practical standpoint, the implications of this research are profound. The identification and understanding of key motivational factors have practical implications for organizational leaders and policymakers.

The study emphasizes the need for organizations to tailor their motivational strategies to the unique context of Nigeria, considering cultural complexities, economic factors, and individual aspirations. At the individual level, employees and prospective job seekers gain insights into the factors that drive satisfaction and motivation in the workplace. This knowledge empowers them to make informed decisions about their careers, fostering a more engaged and fulfilled workforce.

In terms of positive social change, the study envisions a workplace landscape where motivated employees contribute not only to the success of their organizations but also to broader societal advancements. The emphasis on recognizing and nurturing employee motivation aligns with the broader goal of creating work environments that

foster well-being, innovation, and overall societal progress. To sum up, this study illuminates the complex landscape of employee motivation in the Nigerian private sector, acting as a beacon. Its conclusions and insights provide a road map for individuals and organizations to travel through the challenging landscape of workplace motivation, ultimately resulting in constructive social change and the growth of both people and society.

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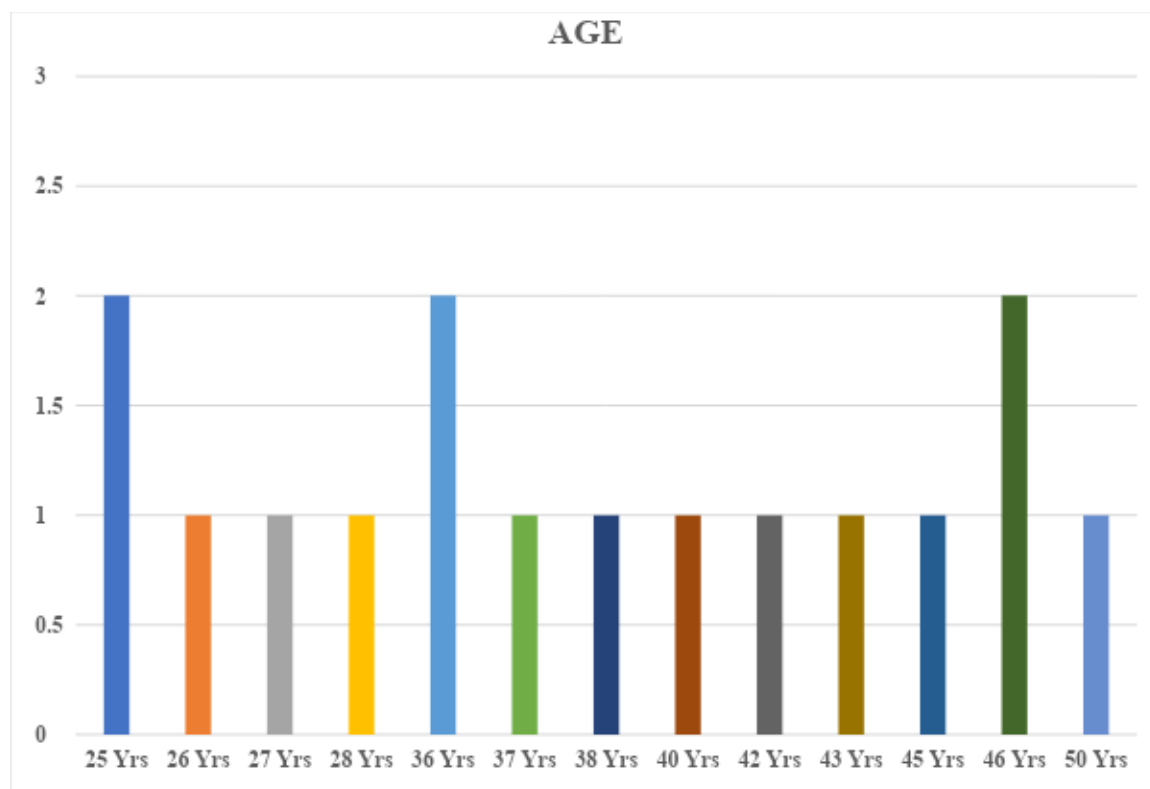
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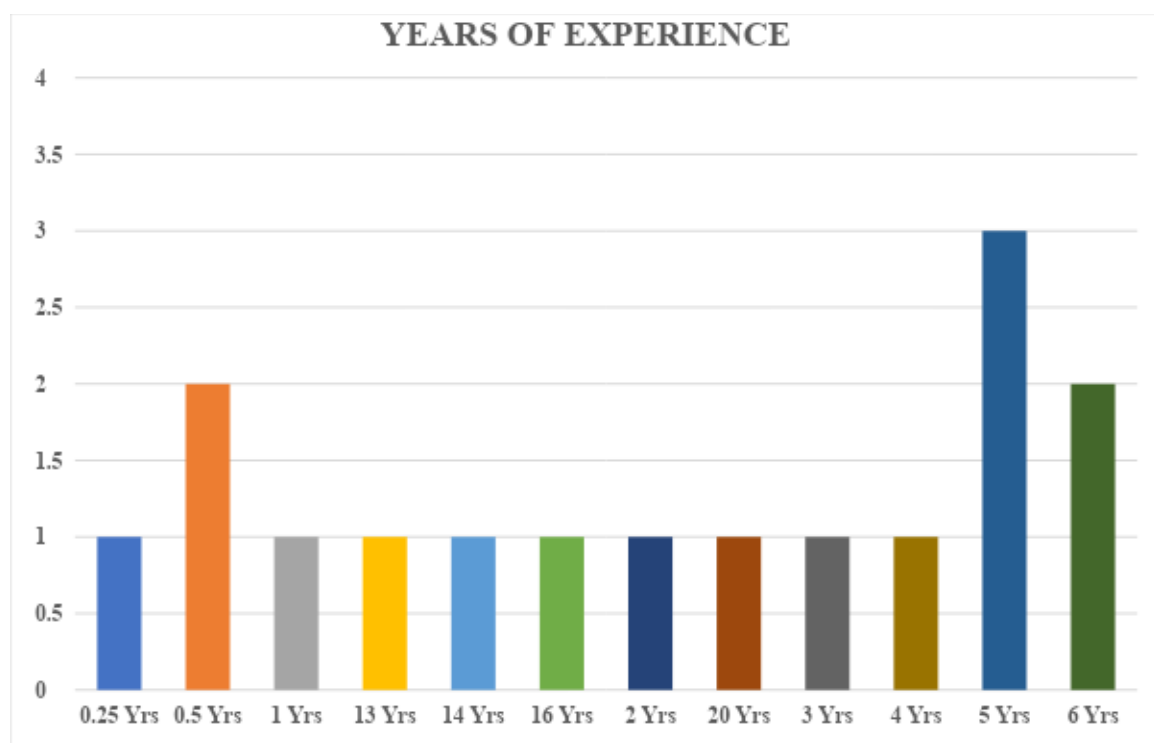
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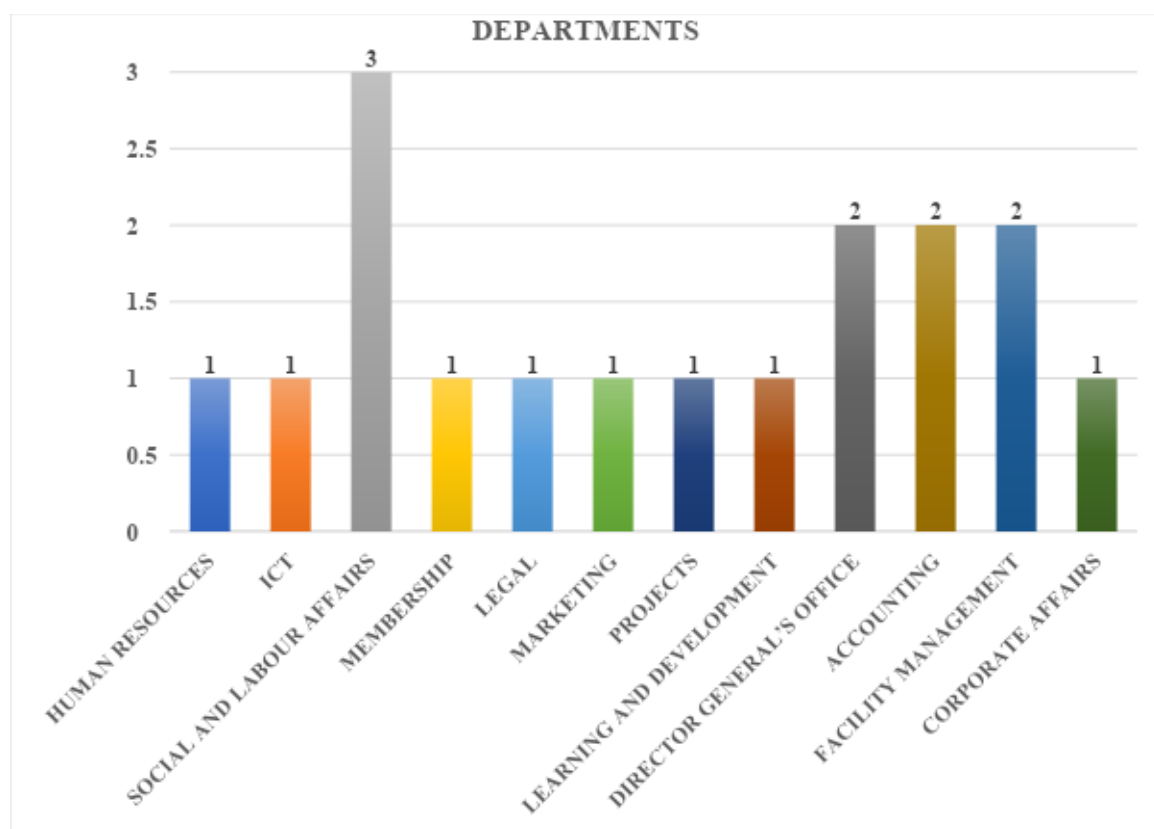
Appendix A: Age Distribution of Study Participants



Appendix B: Distribution of Years of Experience of Study Participants



Appendix C: The Departmental Spread Represented by Study Participants



Appendix D: Full Thematic Analysis Procedural Report

Step 1: Thematic Coding of Interview Notes

Interview Q1: How do you describe the presence of the factors that motivate you in the workplace?

Interview Q2: How do you know that these factors motivate you in the workplace?

Interview Q3: How do you describe these factors that influence you in the workplace?

Interview Q4: How do you describe the impact of these factors on you in the workplace?

Interview Q5: How do you describe whether these factors in the workplace motivate you?
(Employee)

Interview Q6: How do you describe whether these factors in the workplace motivate you?
(Organization)

CODE: 01

Interview Q1 Response:

Training (Motivation factor: Learning & Development)

Employee Assistance (Motivation factor: Supportive Environment)

HMO (Motivation factor: Health Benefits)

Gymnasium (Motivation factor: Health and Well-being)

Response to report from HMO'S to assist employees (Motivation factor: Supportive Environment)

Conducive workplace environment (Motivation factor: Positive Work Environment)

Relaxed and confidence-building environment (Motivation factor: Positive Work Environment)

Colleagues understand and are concerned for one another (Motivation factor: Positive Work Relationships)

13th and 14th bonuses (Motivation factor: Financial Rewards)

Pension Contribution scheme (ER: 8.5%, EE; 15%) (Motivation factor: Financial Benefits)

Interview Q2 Response:

Have become better because of training (Motivation factor: Learning & Development)

Payment of 13th and 14th bonuses served as motivators to face work challenges

(Motivation factor: Financial Rewards)

Provision of HMO cover for staff, spouse, and 4 children has motivated staff to work better (Motivation factor: Health Benefits)

Access to the gymnasium has made the employee healthier (Motivation factor: Health and Well-being)

Freedom and access to discuss challenges and issues with colleagues have improved employee confidence and morale (Motivation factor: Positive Work Relationships)

Interview Q3 Response:

Positive influence/impact of the factors in the workplace (Motivation factor: Overall Positive Impact)

Interview Q4 Response:

Have been able to work with leaders/people in the organization via social/leadership skills (Motivation factor: Leadership Opportunities)

Gives one a confidence level on the job (Motivation factor: Confidence Building)

Interview Q5 Response:

Happy, excited, and wanting to work (Motivation factor: Positive Emotional State)

Positive pressure (Motivation factor: Positive Work Environment)

Collaboration and Teamwork (Motivation factor: Positive Work Relationships)

Software puts everyone together on the system (Motivation factor: Technological Support)

Everyone knows what everyone is doing (Motivation factor: Communication Efficiency)

Interview Q6 Response:

Employee:

Job Security (Motivation factor: Job Security)

Job Satisfaction (Motivation factor: Job Satisfaction)

Opportunity for growth & development (picking up skills/job rotation) (Motivation factor: Learning & Development)

Openings are first filled within the organization (Motivation factor: Internal Career Opportunities)

Reward on targets met(cash) (Motivation factor: Performance Rewards)

Organization:

Staff retention (Motivation factor: Employee Retention)

Organizational branding (Motivation factor: Positive Brand Image)

New leadership with a focus and flexibility (Motivation factor: Leadership Style)

Voice of business in the private sector in Nigeria (Uprightness, solutions, quality, experience, excellence) (Motivation factor: Organizational Values)

CODE: 02

Interview Q1 Response:

Financial benefits (Includes 13th-month salary) (Motivation factor: Financial Rewards)

Palliatives (Transport & Support) (Motivation factor: Employee Support)

Work balancing (Working from home 1 day of the week) (Motivation factor: Work-Life Balance)

HMO facility (Motivation factor: Health Benefits)

Training (Motivation factor: Learning & Development)

Recognition of work (Motivation factor: Positive Work Relationships)

Appreciation of work (Motivation factor: Positive Work Relationships)

Interview Q2 Response:

Motivational factors that ensure that work is done at an optimal level (Motivation factor: Overall Motivation)

Creation of efforts/options to work in the organization (Motivation factor: Job Satisfaction)

Interview Q3 Response:

Major influence is to get the appropriate solutions (Motivation factor: Problem Solving)

Appreciation (Motivation factor: Positive Work Relationships)

Interaction with colleagues to solve problems (Motivation factor: Team Collaboration)

Value-added recognition (Motivation factor: Positive Work Relationships)

Interview Q4 Response:

People may feel the need to be appreciated more (Motivation factor: Recognition Importance)

Workload more than ordinary (Motivation factor: Challenging Tasks)

Work/Life balance (Motivation factor: Work-Life Balance)

Health facilities for spouse and family (Creates impact to work better) (Motivation factor: Family Well-being)

Interview Q5 Response:

Increased confidence while presenting or when representing the organization (Motivation factor: Confidence Building)

Having more to give regarding work delivery and input at work (Motivation factor: Job Satisfaction)

Effectiveness and efficiency in delivery (Motivation factor: Work Efficiency)

Co-operation and trust with systems (Motivation factor: Trust in the Organization)

Teamwork (Motivation factor: Team Collaboration)

Trust (Loyalty) (Motivation factor: Trust in the Organization) Interview Q6 Response:

Employee:

Working experience(learning) on the job (Motivation factor: Learning & Development)

Conducive environment (Motivation factor: Positive Work Environment)

Learning & Development (Motivation factor: Personal Growth)

Financial Reward (Motivation factor: Financial Benefits)

Good Health care system (Motivation factor: Health Benefits)

Recognition (Motivation factor: Positive Work Relationships)

Appreciation (Motivation factor: Positive Work Relationships)

Organization:

Ease of workflow (Better organized workplace) (Motivation factor: Efficient Operations)

Good representation (Motivation factor: Positive Brand Image)

Organization is well represented in the public (Motivation factor: Positive Brand Image)

CODE: 03

Interview Q1 Response:

Work independence (Motivation factor: Autonomy)

Trusted with a task (Motivation factor: Trust)

Minimal Supervision (Allow for discretion) (Motivation factor: Autonomy)

Gives room for correction/contribution (Motivation factor: Continuous Improvement)

Educational Support (Motivation factor: Learning & Development)

HMO Facility (Motivation factor: Health Benefits)

Financial Support (Motivation factor: Financial Rewards)

Recognition for work done (Motivation factor: Positive Work Relationships)

Appreciation for work (Motivation factor: Positive Work Relationships)

Career development (Capacity Building) (Motivation factor: Career Growth)

Conducive work environment (Motivation factor: Positive Work Environment)

Interview Q2 Response:

Work independence: Freedom to handle projects with little or no supervision with the trust to deliver. (Motivation factor: Autonomy)

Trust shown to employees serves as a confidence builder. (Motivation factor: Trust)

Career advancement (Scholarships provided). Prompted to add value and create visibility and generate income for the organization. (Motivation factor: Career Growth)

Provision of financial benefits: Benefits that include incentives and palliatives to ease from time-to-time unforeseen financial burdens. (Motivation factor: Financial Rewards)

RECOGNITION: Being recognized for work done and efforts put in achieving set goals. (Motivation factor: Positive Work Relationships)

APPRECIATION: Being appreciated for work done and effort put in. (Motivation factor: Positive Work Relationships)

CAREER DEVELOPMENT: Opportunity to advance one's education and increase the chances of career development through promotions or career switch. (Motivation factor: Career Growth)

CONDUCTIVE WORK ENVIRONMENT: Accommodating, conducive, quiet and untensed work environment encouraging clear, critical, and strategic thinking to further enhance result delivery. (Motivation factor: Positive Work Environment)

SOCIAL SECURITY: Provision of health management schemes to ensure employees of all health hazards and illness thereby averting fear over unforeseen situations bordering on health. (Motivation factor: Health Benefits)

Interview Q3 Response:

Independence at work and with projects bring the best out of an individual responsible for such a project, thereby motivating one to deliver. (Motivation factor: Autonomy)

Developing one's career via advancing one's education while on the job can stir a feeling of responsibility, causing one to think of ways to give back (Personal development)
(Motivation factor: Career Growth)

Being accepted at the workplace by colleagues and senior staff (Enhanced relationships with colleagues) (Motivation factor: Positive Work Relationships)

Having freedom of expression at work wherein all thoughts and opinions are allowed and treated as worthy. Entrenched trust/confidence building with colleagues and had a positive influence. (Motivation factor: Trust)

Interview Q4 Response:

It increases socializing at the workplace due to non-toxicity and opportunity for the expression of self. (Motivation factor: Positive Work Environment)

Influenced to think and increase capability due to trust at work and increased responsibilities. (Motivation factor: Continuous Improvement)

Career development (Motivation factor: Career Growth)

Confidence building. (Motivation factor: Confidence Building)

Interview Q5 Response:

Career development and educational advancement. (Motivation factor: Career Growth)

Confidence building with colleagues and clients in terms of presentation and representation. (Motivation factor: Confidence Building)

Appreciation (Motivation factor: Positive Work Relationships)

Recognition for work done. (Motivation factor: Positive Work Relationships)

Interview Q6 Response:

Employee:

Increased confidence while presenting or when representing the organization.

(Motivation factor: Confidence Building)

Having more to give regarding work delivery and input at work. (Motivation factor: Job Satisfaction)

Effectiveness and efficiency in delivery. (Motivation factor: Efficient Operations)

Co-operation and trust with systems. (Motivation factor: Trust in the Organization)

Teamwork (Motivation factor: Team Collaboration)

Trust (Loyalty) (Motivation factor: Trust in the Organization)

Organization:

Growth and development (Motivation factor: Organizational Growth)

Increased productivity (Motivation factor: Efficient Operations)

Collaboration (Motivation factor: Team Collaboration)

CODE: 04

Interview Q1 Response:

Opportunity for self-development and organizational support. (Motivation factor: Learning & Development)

Career development (Motivation factor: Career Growth)

Improvement on the job and enhancement of skills (Motivation factor: Job Satisfaction)

Growth and competency building and development. (Motivation factor: Career Growth)

Conducive work environment. (Motivation factor: Positive Work Environment)

Recognition. (Motivation factor: Positive Work Relationships)

Interview Q2 Response:

OPPORTUNITY FOR SELF-DEVELOPMENT: Given the chance to grow and develop new skills (IT) that are needed within the work environment like graphics designing, etc., coming out handier and more useful. (Motivation factor: Learning & Development)

Training. (Motivation factor: Learning & Development)

Development of initiative and confidence building. (Motivation factor: Confidence Building)

CONDUCTIVE WORK ENVIRONMENT: Having a good and receptive work environment that complements work schedule and activities. (Motivation factor: Positive Work Environment)

RECOGNITION: Being recognized by fellow staff and superiors for work done.

(Motivation factor: Positive Work Relationships)

Interview Q3 Response:

I.T skills. (Motivation factor: Job Satisfaction)

Positive influence (Motivation factor: Positive Influence)

Career improvement (Motivation factor: Career Growth)

Travelling to attend courses and exposure while training. (Motivation factor: Learning & Development)

Confidence building and development of initiative. (Motivation factor: Confidence Building)

Organizational skills development (Motivation factor: Efficient Operations)

Management of issues at work (Motivation factor: Problem Solving)

Interview Q4 Response:

It has inspired one to aspire for improvement in career and self. (Motivation factor: Continuous Improvement)

Organizational behavior development (Motivation factor: Organizational Growth)

It has enhanced organizational skills development (IT) (Motivation factor: Efficient Operations)

Management of work challenges (Motivation factor: Problem Solving)

Great impact on work/life balance (Motivation factor: Work-Life Balance)

Interview Q5 Response:

Changed behavior and perspective towards work thereby not seeing work as “work”, that is, some sort of burden. (Motivation factor: Job Satisfaction)

Recognition for work done. (Motivation factor: Positive Work Relationships)

Confidence building and exposure. (Motivation factor: Confidence Building)

An enormous growth in one’s career path. (Motivation factor: Career Growth)

Acquisition of knowledge and skills. (Motivation factor: Learning & Development)

Being recognized for excellence in delivery. (Motivation factor: Positive Work Relationships)

Interview Q6 Response:

Employee:

Confidence in public. (Motivation factor: Confidence Building)

Acquired IT skills. (Motivation factor: Learning & Development)

Organization:

Organizational improvement (Motivation factor: Organizational Growth)

Better public recognition and respect. (Motivation factor: Positive Work Relationships)

Improved staff skills and competency. (Motivation factor: Efficient Operations)

Employee commitment and loyalty. (Motivation factor: Loyalty)

CODE: 05

Interview Q1 Response:

Self-development through learning and training opportunities. (Motivation factor: Learning & Development)

Career growth and advancement. (Motivation factor: Career Growth)

Recognition and appreciation for work. (Motivation factor: Positive Work Relationships)

Conducive work environment. (Motivation factor: Positive Work Environment)

Financial rewards. (Motivation factor: Financial Rewards)

Interview Q2 Response:

Training opportunities for self-development. (Motivation factor: Learning & Development)

Career growth and advancement. (Motivation factor: Career Growth)

Recognition and appreciation for work done. (Motivation factor: Positive Work Relationships)

Conducive work environment. (Motivation factor: Positive Work Environment)

Financial rewards and benefits. (Motivation factor: Financial Rewards)

Interview Q3 Response:

Self-development through continuous learning. (Motivation factor: Learning & Development)

Career growth and advancement. (Motivation factor: Career Growth)

Recognition and appreciation for work. (Motivation factor: Positive Work Relationships)

Conducive work environment. (Motivation factor: Positive Work Environment)

Financial rewards. (Motivation factor: Financial Rewards)

Interview Q4: Response:

Continuous learning and self-development. (Motivation factor: Learning & Development)

Career growth and advancement. (Motivation factor: Career Growth)

Recognition and appreciation for work. (Motivation factor: Positive Work Relationships)

Conducive work environment. (Motivation factor: Positive Work Environment)

Financial rewards. (Motivation factor: Financial Rewards)

Interview Q5 Response:

Continuous learning and self-development. (Motivation factor: Learning & Development)

Career growth and advancement. (Motivation factor: Career Growth)

Recognition and appreciation for work. (Motivation factor: Positive Work Relationships)

Conducive work environment. (Motivation factor: Positive Work Environment)

Financial rewards. (Motivation factor: Financial Rewards)

Interview Q6 Response:

Employee:

Increased job satisfaction. (Motivation factor: Job Satisfaction)

Improved skills and competencies. (Motivation factor: Efficient Operations)

Recognition and appreciation for work. (Motivation factor: Positive Work Relationships)

Enhanced career growth and advancement. (Motivation factor: Career Growth)

Organization:

Increased employee satisfaction. (Motivation factor: Job Satisfaction)

Improved staff skills and competencies. (Motivation factor: Efficient Operations)

Enhanced positive work relationships. (Motivation factor: Positive Work Relationships)

Facilitated career growth and advancement. (Motivation factor: Career Growth)

CODE: 06

Interview Q1 Response:

Career development and growth. (Motivation factor: Career Growth)

Financial rewards and benefits. (Motivation factor: Financial Rewards)

Recognition for work. (Motivation factor: Positive Work Relationships)

Conducive work environment. (Motivation factor: Positive Work Environment)

Learning and development opportunities. (Motivation factor: Learning & Development)

Interview Q2 Response:

Career development and growth. (Motivation factor: Career Growth)

Financial rewards and benefits. (Motivation factor: Financial Rewards)

Recognition for work. (Motivation factor: Positive Work Relationships)

Conducive work environment. (Motivation factor: Positive Work Environment)

Learning and development opportunities. (Motivation factor: Learning & Development)

Interview Q3 Response:

Career development and growth. (Motivation factor: Career Growth)

Financial rewards and benefits. (Motivation factor: Financial Rewards)

Recognition for work. (Motivation factor: Positive Work Relationships)

Conducive work environment. (Motivation factor: Positive Work Environment)

Learning and development opportunities. (Motivation factor: Learning & Development)

Interview Q4 Response:

Career development and growth. (Motivation factor: Career Growth)

Financial rewards and benefits. (Motivation factor: Financial Rewards)

Recognition for work. (Motivation factor: Positive Work Relationships)

Conducive work environment. (Motivation factor: Positive Work Environment)

Learning and development opportunities. (Motivation factor: Learning & Development)

Interview Q5 Response:

Career development and growth. (Motivation factor: Career Growth)

Financial rewards and benefits. (Motivation factor: Financial Rewards)

Recognition for work. (Motivation factor: Positive Work Relationships)

Conducive work environment. (Motivation factor: Positive Work Environment)

Learning and development opportunities. (Motivation factor: Learning & Development)

Interview Q6 Response:

Employee:

Increased job satisfaction. (Motivation factor: Job Satisfaction)

Enhanced skills and competencies. (Motivation factor: Efficient Operations)

Recognition for work. (Motivation factor: Positive Work Relationships)

Improved career development and growth. (Motivation factor: Career Growth)

Organization:

Improved employee satisfaction. (Motivation factor: Job Satisfaction)

Enhanced staff skills and competencies. (Motivation factor: Efficient Operations)

Positive work relationships. (Motivation factor: Positive Work Relationships)

Facilitated career development and growth. (Motivation factor: Career Growth)

CODE: 07

Interview Q1 Response:

Career development and growth. (Motivation factor: Career Growth)

Recognition for work. (Motivation factor: Positive Work Relationships)

Conducive work environment. (Motivation factor: Positive Work Environment)

Financial rewards and benefits. (Motivation factor: Financial Rewards)

Learning and development opportunities. (Motivation factor: Learning & Development)

Interview Q2 Response:

Career development and growth. (Motivation factor: Career Growth)

Recognition for work. (Motivation factor: Positive Work Relationships)

Conducive work environment. (Motivation factor: Positive Work Environment)

Financial rewards and benefits. (Motivation factor: Financial Rewards)

Learning and development opportunities. (Motivation factor: Learning & Development)

Interview Q3 Response:

Career development and growth. (Motivation factor: Career Growth)

Recognition for work. (Motivation factor: Positive Work Relationships)

Conducive work environment. (Motivation factor: Positive Work Environment)

Financial rewards and benefits. (Motivation factor: Financial Rewards)

Learning and development opportunities. (Motivation factor: Learning & Development)

Interview Q4 Response:

Career development and growth. (Motivation factor: Career Growth)

Recognition for work. (Motivation factor: Positive Work Relationships)

Conducive work environment. (Motivation factor: Positive Work Environment)

Financial rewards and benefits. (Motivation factor: Financial Rewards)

Learning and development opportunities. (Motivation factor: Learning & Development)

Interview Q5 Response:

Career development and growth. (Motivation factor: Career Growth)

Recognition for work. (Motivation factor: Positive Work Relationships)

Conducive work environment. (Motivation factor: Positive Work Environment)

Financial rewards and benefits. (Motivation factor: Financial Rewards)

Learning and development opportunities. (Motivation factor: Learning & Development)

Interview Q6 Response:

Employee:

Increased job satisfaction. (Motivation factor: Job Satisfaction)

Enhanced skills and competencies. (Motivation factor: Efficient Operations)

Recognition for work. (Motivation factor: Positive Work Relationships)

Improved career development and growth. (Motivation factor: Career Growth)

Organization:

Improved employee satisfaction. (Motivation factor: Job Satisfaction)

Enhanced staff skills and competencies. (Motivation factor: Efficient Operations)

Positive work relationships. (Motivation factor: Positive Work Relationships)

Facilitated career development and growth. (Motivation factor: Career Growth)

CODE: 08

Interview Q1 Response:

Opportunity for learning via company-sponsored training. (Motivation factor: Learning & Development)

Corporate support: Workplace relationship celebrating special days and events.
(Motivation factor: Positive Work Relationships)

Financial support: Incentives and palliatives to cushion financial burdens. (Motivation factor: Financial Rewards)

Conducive work environment: Peaceful, non-toxic, and thought-inspiring aesthetics.
(Motivation factor: Positive Work Environment)

Colleagues' assistance. (Motivation factor: Positive Work Relationships)

Seamless workflow. (Motivation factor: Efficient Operations)

Interview Q2 Response:

Willingness to assist colleagues at work. (Motivation factor: Positive Work Relationships)

Increased productivity and eagerness to work. (Motivation factor: Efficient Operations)

Reduced stress, increased energy, and enthusiasm. (Motivation factor: Positive Work Environment)

Willingness to take on more responsibility for the growth and development of the organization. (Motivation factor: Career Growth)

Interview Q3 Response:

Influenced to stay, giving a sense of comfort. (Motivation factor: Job Satisfaction)

Influenced socializing with others, relating to and aiding when needed. (Motivation factor: Positive Work Relationships)

Interview Q4 Response:

Work-life balance granting an opportunity to achieve duality. (Motivation factor: Work-Life Balance)

Reduced expenses through remote work plan and other financial support. (Motivation factor: Financial Rewards)

Saves money on transportation. (Motivation factor: Financial Rewards)

Reduced onsite worktime. (Motivation factor: Efficient Operations)

Interview Q5 Response:

Willingness to take on more responsibilities. (Motivation factor: Efficient Operations)

Creation of a conducive work environment. (Motivation factor: Positive Work Environment)

Q6 Response:

Employee:

Work-life balance. (Motivation factor: Work-Life Balance)

Reduced expenses. (Motivation factor: Financial Rewards)

Acquisition of more knowledge. (Motivation factor: Learning & Development)

Financial rewards. (Motivation factor: Financial Rewards)

Organization:

Work retention and having no need to recruit. (Motivation factor: Efficient Operations)

Increased income due to input. (Motivation factor: Efficient Operations)

Cutting costs. (Motivation factor: Cost Efficiency)

CODE: 09

Interview Q1 Response:

Training – Growth from routine trainings and educative programs scheduled by the organization. (Motivation factor: Learning & Development)

Financial rewards – Provision of palliatives from time to time to ease unforeseen expenses and financial burdens. (Motivation factor: Financial Rewards)

Recognition: Being recognized for work done and contribution made. (Motivation factor: Recognition)

Performance Management System (PMS). (Motivation factor: Performance Recognition)

Interview Q2 Response:

Through training and competency improvement. (Motivation factor: Learning & Development)

Exposure by meeting people and experiencing diverse lifestyles and environment. (Motivation factor: Learning & Development)

Increased patience and temperance while socializing. (Motivation factor: Positive Work Relationships)

Financial benefits (Cost of living allowance and wardrobe allowance). (Motivation factor: Financial Rewards)

Recognition and encouragement. (Motivation factor: Recognition)

Interview Q3 Response:

To have better customer relationship. (Motivation factor: Improved Customer Relations)

Happy to go to work. (Motivation factor: Positive Work Environment)

Positive influence. (Motivation factor: Positive Work Environment)

Assisted to be a more accommodative employee. (Motivation factor: Positive Work Relationships)

Improved Emotional intelligence and decorum. (Motivation factor: Personal Development)

Interview Q4 Response:

Eagerness to get to work. (Motivation factor: Job Satisfaction)

Positive impact. (Motivation factor: Job Satisfaction)

Improved customer relations. (Motivation factor: Improved Customer Relations)

Adjusted temperament. (Motivation factor: Personal Development)

Improved people management skills. (Motivation factor: Personal Development)

Boldness at presentation and representation. (Motivation factor: Recognition)

Better carriage and pride of being associated with the organization. (Motivation factor: Positive Work Relationships)

Interview Q5 Response:

Propensity to go to work. (Motivation factor: Job Satisfaction)

Improvement in skills. (Motivation factor: Learning & Development)

Confidence. (Motivation factor: Personal Development)

Interview Q6 Response:

Employees:

Improvement at work. (Motivation factor: Job Satisfaction)

Improved relationship with colleagues. (Motivation factor: Positive Work Relationships)

Organization:

Improved bottom line. (Motivation factor: Efficiency)

Improved public perception. (Motivation factor: Positive Image)

CODE: 10

Interview Q1 Response:

Opportunity for learning via company-sponsored training. (Motivation factor: Learning & Development)

Corporate support: Workplace relationship, including celebration of one's special days and events (birthdays and anniversaries). (Motivation factor: Positive Work Relationships)

Financial support: Incentives and palliatives to cushion financial burdens placed by inflation and other unforeseen circumstances. (Motivation factor: Financial Rewards)

Conducive work environment: Peaceful, non-toxic, and thought-inspiring aesthetics within the work environment to promote productivity and remote work schedule. (Motivation factor: Positive Work Environment)

Colleagues' assistance. (Motivation factor: Positive Work Relationships)

Seamless workflow. (Motivation factor: Efficiency)

Interview Q2 Response:

Willingness to assist colleagues at work in maximizing performance. (Motivation factor: Positive Work Relationships)

Increased productivity and eagerness to work. (Motivation factor: Efficiency)

Reduced stress, increased energy, and enthusiasm. (Motivation factor: Positive Work Environment)

Willingness to take on more responsibility for the growth and development of the organization. (Motivation factor: Job Satisfaction)

Interview Q3 Response:

It has influenced me to stay, giving me a sort of comfort. (Motivation factor: Job Satisfaction)

It has influenced my socializing with others, relating to and aiding when needed. (Motivation factor: Positive Work Relationships)

Interview Q4 Response:

Work-life balance granting one opportunity to achieve duality through hybrid work plans. (Motivation factor: Work-Life Balance)

Reduced expenses through remote work plan and other financial support. (Motivation factor: Financial Rewards)

Saves money on transportation. (Motivation factor: Financial Rewards)

Reduced onsite worktime. (Motivation factor: Efficiency)

Interview Q5 Response:

Willingness to take on more responsibilities. (Motivation factor: Job Satisfaction)

Creation of a conducive work environment. (Motivation factor: Positive Work Environment)

Interview Q6 Response:

Employee:

Work-life balance. (Motivation factor: Work-Life Balance)

Reduced expenses. (Motivation factor: Financial Rewards)

Acquisition of more knowledge. (Motivation factor: Learning & Development)

Financial rewards. (Motivation factor: Financial Rewards)

Organization:

Work retention and having no need to recruit. (Motivation factor: Efficiency)

Increased income due to input. (Motivation factor: Efficiency)

Cutting cost. (Motivation factor: Efficiency)

CODE: 11

Interview Q1 Response:

Good working environment. (Motivation factor: Positive Work Environment)

Colleague relationship and bonding. (Motivation factor: Positive Work Relationships)

Corporate support through finance. (Motivation factor: Financial Rewards)

Leader to employee relationship. (Motivation factor: Positive Work Relationships)

Competitiveness. (Motivation factor: Achievement)

Interview Q2 Response:

Personal growth. (Motivation factor: Personal Development)

Training and Development. (Motivation factor: Learning & Development)

Good relationship with management. (Motivation factor: Positive Work Relationships)

Interview Q3 Response:

Increased desire to be at work. (Motivation factor: Job Satisfaction)

Positive attitude by management, especially recognition of birthday support. (Motivation factor: Recognition)

Good interaction with colleagues. (Motivation factor: Positive Work Relationships)

Interview Q4 Response:

Financially by creating increased confidence. (Motivation factor: Financial Rewards)

Creating room for increased knowledge through team bonding exercises. (Motivation factor: Learning & Development)

Diversity of work experience. (Motivation factor: Achievement)

Relationship skills development. (Motivation factor: Personal Development)

Interview Q5 Response:

Advanced knowledge. (Motivation factor: Learning & Development)

More exposure from bonding experiences with colleagues in other departments.
(Motivation factor: Personal Development)

Expanded experience. (Motivation factor: Achievement)

Self-Discovery on the job. (Motivation factor: Personal Development)

Interview Q6 Response:

Employee:

Functional job role. (Motivation factor: Achievement)

Job experience/exposure. (Motivation factor: Learning & Development)

Improved thinking and learning from people. (Motivation factor: Personal Development)

Confidence at work. (Motivation factor: Recognition)

Organization:

Timely delivery on assigned duties due to a good and productively conducive environment. (Efficiency)

Bottom line improvement. (Efficiency)

Positive reputation. (Efficiency)

Improved image. (Efficiency)

CODE: 12

Interview Q1 Response:

Financial – Adequate pay and periodic provision of palliatives. (Motivation factor: Financial Rewards)

Job responsibility – Assigned duties that give one a sort of assurance that the organization believes in them. (Motivation factor: Achievement)

Condition of service (Motivation factor: Positive Work Environment)

Conducive work environment. (Motivation factor: Positive Work Environment)

HMO (Motivation factor: Health Benefits)

Career advancement and development (Motivation factor: Personal Development)

Training & Development (Motivation factor: Learning & Development)

Encouraging work relationship with management (Motivation factor: Positive Work Relationships)

Cordial working relationship with colleagues (Motivation factor: Positive Work Relationships)

Organizational support for employee needs. (Motivation factor: Positive Work Environment)

Presence of financial and non-financial remuneration. (Motivation factor: Financial Rewards)

Compensation is adequate/competitive. (Motivation factor: Financial Rewards)

Interview Q2 Response:

Knowledge of motivating factors because salary is paid as and when due. (Motivation factor: Financial Rewards)

Work is done in a conducive environment. (Motivation factor: Positive Work Environment)

Working conditions are flexible. (Motivation factor: Positive Work Environment)

Interview Q3 Response:

Positive influence (Motivation factor: Recognition)

Provision of organizational support. (Motivation factor: Positive Work Environment)

Career development. (Motivation factor: Personal Development)

Skills development (Motivation factor: Learning & Development)

Financial incentives (Motivation factor: Financial Rewards)

Exposure. (Motivation factor: Achievement)

Socializing with colleagues. (Motivation factor: Positive Work Relationships) Interview

Q4 Response:

Improvement of on-the-job responsibilities because of training. (Motivation factor: Learning & Development)

Skill acquisition (Motivation factor: Learning & Development)

Personal development. (Motivation factor: Personal Development)

Opportunity to compete with colleagues in the industry. (Motivation factor: Achievement)

Interview Q5 Response:

Increased salary. (Motivation factor: Financial Rewards)

HMO (Motivation factor: Health Benefits)

Opportunity to explore and grow on the job and professionally. (Motivation factor: Achievement)

Career development. (Motivation factor: Personal Development)

Interview Q6 Response:

Employee:

Remuneration (Motivation factor: Financial Rewards)

HMO (Motivation factor: Health Benefits)

Job enrichment (Motivation factor: Achievement)

Career development. (Motivation factor: Personal Development)

Organization:

Organizational improvement (Efficiency)

Achievement of organizational goals (Efficiency)

Positive reputation (Efficiency)

Improved image. (Efficiency)

CODE: 13

Interview Q1 Response:

Financial benefits– Having financial benefits that meet one’s daily needs. (Motivation factor: Financial Rewards)

Knowledge acquisition (Motivation factor: Learning & Development)

IT workspace (Motivation factor: Positive Work Environment)

Team bonding – Routine bonding exercises and meetings (Motivation factor: Positive Work Relationships)

Environment – Conducive work environment. (Motivation factor: Positive Work Environment)

Interaction with colleagues (Motivation factor: Positive Work Relationships)

Interview Q2 Response:

KPI assessment (Motivation factor: Achievement)

Personal improvement via learning (Motivation factor: Learning & Development)

Professionalism (Motivation factor: Achievement)

Improved interaction with colleagues and people. (Motivation factor: Positive Work Relationships)

Increased joy at the workplace. (Motivation factor: Positive Work Environment)

Interview Q3 Response:

Due to the work environment, having the opportunity to do more has created some level of comfort to explore and increase creativity. (Motivation factor: Positive Work Environment)

An influence on dressing style, that is the infusion of the circular style into the corporate style due to the nonhostile work environment. (Motivation factor: Positive Work Environment)

Development of a sense of responsibility on the job. (Motivation factor: Achievement)

Have become better at planning. (Motivation factor: Achievement)

Developed a better attitude to life. (Motivation factor: Positive Work Environment)

Ability to cope with the economy. (Motivation factor: Achievement)

Interaction with colleagues. (Motivation factor: Positive Work Relationships)

Interview Q4 Response:

Positive impact (Efficiency)

Dress style (Positive Work Environment)

Creative prowess. (Efficiency)

Interview Q5 Response:

Being better organized. (Efficiency)

Having productive time. (Efficiency)

Better focused and responsible (Efficiency)

Increased knowledge. (Learning & Development)

Interview Q6 Response:

Employee:

Keeps one out of the house (Have a job to do). (Positive Work Environment)

Better organized and focused. (Efficiency)

Knowledge (Learning & Development)

Corporate responsibility (Positive Work Environment)

Better Time Management. (Efficiency)

Organization:

Meeting organizational goals (Efficiency)

Adapting to the current economic situation. (Efficiency)

CODE: 14

Interview Q1 Response:

Salary – having good pay and compensating incentives measured in performance.

(Motivation factor: Financial Rewards)

Recognition – being recognized for work done and effort put at work. (Motivation factor:

Recognition)

Work environment – having a nontoxic and unhostile workplace. (Motivation factor:

Positive Work Environment)

Impact of organizational values. (Motivation factor: Alignment with Values)

Adequate compensation (Motivation factor: Financial Rewards)

Positive recognition (Motivation factor: Recognition)

Cordial relationship with colleagues (Motivation factor: Positive Work Relationships)

Conducive working environment. (Motivation factor: Positive Work Environment)

Interview Q2 Response:

Growth in comparison to when taking up the work. (Motivation factor: Achievement)

Being more organized without fear nor tension. (Motivation factor: Positive Work

Environment)

Increased productivity. (Motivation factor: Efficiency)

Change in perspective and lifestyle. (Motivation factor: Positive Work Environment)

Added value to perspective. (Motivation factor: Achievement)

Knowledge acquisition via training. (Motivation factor: Learning & Development)

Interview Q3 Response:

An increased desire to achieve goals. (Motivation factor: Achievement)

Makes you work better. (Motivation factor: Achievement)

Meeting people (Motivation factor: Positive Work Relationships)

Development of relationship skills (Motivation factor: Positive Work Relationships)

Interview Q4 Response:

Have become more responsible and owning up to one's responsibility. (Motivation factor: Achievement)

Better organized at doing things and handling things. (Motivation factor: Positive Work Environment)

Have become more accountable. (Motivation factor: Achievement)

Better relationships with people. (Motivation factor: Positive Work Relationships)

Skills development (Motivation factor: Learning & Development)

Interview Q5 Response:

Self-improvement in comparison to the former workplace. (Motivation factor: Achievement)

Increased knowledge of the job assigned and other areas of work. (Motivation factor: Learning & Development)

Better organized. (Motivation factor: Positive Work Environment)

Easily approachable (Motivation factor: Positive Work Relationships)

More productive. (Motivation factor: Efficiency)

Interview Q6 Response:

Employee:

Self-improvement (Achievement)

Added life values. (Positive Work Environment)

Improved knowledge (Learning & Development)

Better interaction with people (Positive Work Relationships)

Organization:

Organizational goal achievement. (Efficiency)

Dedicated and motivated employees. (Positive Work Environment)

CODE: 15

Interview Q1 Response:

Conducive work environment – bordering on workspace, location, and aesthetics.

(Motivation factor: Positive Work Environment)

Adequate and reliable work tools. (Motivation factor: Resources)

Work independence. (Motivation factor: Autonomy)

Motivating and challenging job roles. (Motivation factor: Achievement)

Financial benefits. (Motivation factor: Financial Rewards)

Teamwork (Motivation factor: Positive Work Relationships)

Allowed to work from home 1 day a week. (Motivation factor: Autonomy)

Interview Q2 Response:

Clarity in thinking due to environmental factors. (Motivation factor: Positive Work Environment)

Acquisition of knowledge via training. (Motivation factor: Learning & Development)

Development of ideas and initiatives (Motivation factor: Achievement)

Interview Q3 Response:

Have a better-defined goal. (Motivation factor: Achievement)

Have a better way of thinking and addressing issues. (Motivation factor: Positive Work Environment)

Increased networking and relationships. (Motivation factor: Positive Work Relationships)

Better perception of the organization. (Motivation factor: Alignment with Values)

Interview Q4 Response:

By making one a standpoint and a lead voice in representing the organization.

(Motivation factor: Recognition)

Becoming more reputable at work (Motivation factor: Recognition)

People see the organization with a positive perception. (Motivation factor: Positive Work Environment)

Better interaction with stakeholders (Motivation factor: Positive Work Relationships)

Increased membership drive. (Motivation factor: Achievement)

Interview Q5 Response:

Still on the job. (Motivation factor: Achievement)

Opportunity for training (Motivation factor: Learning & Development)

Networking opportunity. (Motivation factor: Positive Work Relationships)

Interview Q6 Response:

Employee:

Exposure (Achievement)

Opportunity to travel. (Learning & Development)

Learning & Development (Learning & Development)

Financial incentives (Financial Rewards)

Networking (Positive Work Relationships)

Teamwork (Positive Work Relationships)

Colleague influence (Positive Work Relationships)

Opportunity to counsel colleagues (Positive Work Relationships)

Better relationships with colleagues. (Positive Work Relationships)

Giving one exposure outside the circles of work. (Achievement)

Having the opportunity to travel. (Learning & Development)

Learning and developing in diverse areas outside of one's role. (Learning & Development)

Financial benefits to do what one pleases and derives comfort from. (Financial Rewards)

Increased networking and association. (Positive Work Relationships)

Organization:

Response:

Financial goals and targets are met within set time. (Efficiency)

Teamwork and unity. (Positive Work Relationships)

CODE: 16

Interview Q1 Response:

Inclusiveness – Getting everyone onboard and carrying everyone along on issues within the workplace. (Motivation factor: Positive Work Relationships)

Achievable set target. (Motivation factor: Achievement)

Conducive work environment. (Motivation factor: Positive Work Environment)

Teamwork. (Motivation factor: Positive Work Relationships)

Discussion of issues/ownership of projects (Motivation factor: Autonomy)

Interview Q2 Response:

Early resumption of work. (Motivation factor: Positive Work Environment)

Passionate drive at work in doing things and getting things done. (Motivation factor: Achievement)

Eagerness to resume work without having a panic attack. (Motivation factor: Positive Work Environment)

Achieving set goals and target in time. (Motivation factor: Achievement)

Interview Q3 Response:

By increasing my desire to do more and contribute more to the growth and sustainability of the organization. (Motivation factor: Achievement)

Receive a lot of benefits from the organization. (Motivation factor: Financial Rewards)

Interview Q4 Response:

Increased take-home and a better life experience and status. (Motivation factor: Financial Rewards)

Positive impact (Achievement)

Financial compensation (Financial Rewards)

Palliative incentives (Cost-of-living and transportation). (Motivation factor: Financial Rewards)

Interview Q5 Response:

Willingness to work (Achievement)

Conducive environment to work. (Motivation factor: Positive Work Environment)

Cordial relationship with colleagues (Positive Work Relationships)

Good training and development programs (Learning & Development)

Financial benefits. (Financial Rewards)

Health care- HMO (Motivation factor: Health and Well-being)

Interview Q6 Response:

Employee:

Financial benefits rising from salary and routine disbursement of palliatives (Financial Rewards)

Job security amidst economic uncertainty and hope for continuous monetary rewards (Financial Rewards)

Organization:

Response:

Sense of ownership (Positive Work Relationships)

Makes employees be innovative, committed, and getting the best to work. (Efficiency)

Organizational goals are achieved. (Efficiency)

Step 2: Generating Initial Themes

Under this step, related codes are grouped into preliminary themes, ensuring that each theme captures a distinct aspect of the motivational factors discussed.

Theme 1: Financial Rewards

- Financial benefits (e.g., salary, bonuses)
- Compensation and palliatives
- Cost-of-living allowance
- HMO and health care benefits

Theme 2: Positive Work Environment

- Conducive work environment
- Inclusiveness
- Workplace relationships and bonding
- Cordial relationship with colleagues
- Recognition of work
- Achievable set targets

Theme 3: Learning and Development

- Training and development programs
- Career advancement and development
- Knowledge acquisition
- Opportunities for growth and development
- Skill acquisition
- IT skills development

Theme 4: Achievement and Recognition

- Achievable set targets
- Recognition for work done

- Achievement and positive impact
- Meeting goals and targets
- Positive influence and impact on work

Theme 5: Autonomy and Independence

- Work independence
- Minimal supervision
- Freedom to handle projects
- Discussion of issues/ownership of projects

Theme 6: Health and Well-being

- HMO facility
- Health care benefits
- Improved mental and physical health
- Work-life balance

Theme 7: Positive Work Relationships

- Teamwork
- Good working relationships with colleagues
- Vibrant and socially active colleagues
- Interaction with colleagues
- Inclusiveness

Theme 8: Motivation by Organizational Goals

- Sense of ownership
- Organizational goals are achieved
- Meeting organizational goals
- Efficiency and productivity
- Organizational improvement

Step 3: Reviewing and Refining Themes

The relationships between codes and themes are examined, with a refinement and consolidation of themes to ensure they accurately represent the data. Patterns and variations within each theme are also identified. The following are the results of the refinements

Theme 1: Financial Rewards

- Financial benefits (e.g., salary, bonuses, palliatives)
- Compensation and allowances (e.g., cost-of-living allowance)
- Health care benefits (e.g., HMO facility)

Theme 2: Positive Work Environment

- Conducive work environment
- Workplace relationships and bonding
- Recognition of work
- Achievable set targets

Theme 3: Learning and Development

- Training and development programs
- Career advancement and growth opportunities
- Knowledge and skill acquisition, including IT skills development

Theme 4: Achievement and Recognition

- Recognition for work done
- Meeting goals and targets
- Positive impact and influence on work

Theme 5: Autonomy and Independence

- Work independence
- Minimal supervision
- Freedom to handle projects
- Discussion of issues/ownership of projects

Theme 6: Health and Well-being

- HMO facility
- Improved mental and physical health
- Work-life balance

Theme 7: Positive Work Relationships

- Teamwork
- Good working relationships with colleagues
- Vibrant and socially active colleagues
- Interaction with colleagues
- Inclusiveness

Theme 8: Motivation by Organizational Goals

- Sense of ownership
- Efficiency and productivity
- Organizational improvement

Step 4: Defining and Naming Themes

Here, the boundaries of each theme are clearly defined, assigning meaningful names to each theme that reflect its essence.

Theme 1: Financial Rewards

- Definition: Encompasses all aspects related to financial benefits and compensation.
- Code Inclusions: Financial benefits (salary, bonuses, palliatives), compensation and allowances (cost-of-living allowance), health care benefits (HMO facility).
- Name: Monetary Motivators

Theme 2: Positive Work Environment

- Definition: Involves factors contributing to a positive workplace, including relationships, recognition, and achievable targets.
- Code Inclusions: Conducive work environment, workplace relationships, recognition of work, achievable set targets.
- Name: Workplace Positivity

Theme 3: Learning and Development

- Definition: Focuses on opportunities for learning, growth, and skill development.
- Code Inclusions: Training and development programs, career advancement, knowledge and skill acquisition.
- Name: Developmental Opportunities

Theme 4: Achievement and Recognition

- Definition: Encompasses factors related to achieving goals, positive impact, and recognition.
- Code Inclusions: Recognition for work done, meeting goals and targets, positive impact and influence on work.
- Name: Achievement Recognition

Theme 5: Autonomy and Independence

- Definition: Involves the freedom to work independently and handle projects with minimal supervision.
- Code Inclusions: Work independence, minimal supervision, freedom to handle projects, discussion of issues/ownership of projects.
- Name: Autonomy at Work

Theme 6: Health and Well-being

- Definition: Encompasses factors related to physical and mental well-being.
- Code Inclusions: HMO facility, improved mental and physical health, work-life balance.
- Name: Well-being Support

Theme 7: Positive Work Relationships

- Definition: Involves factors contributing to positive relationships at work.
- Code Inclusions: Teamwork, good working relationships with colleagues, vibrant and socially active colleagues, interaction with colleagues, inclusiveness.
- Name: Collaborative Environment

Theme 8: Motivation by Organizational Goals

- Definition: Involves factors related to a sense of ownership, efficiency, and organizational improvement.
- Code Inclusions: Sense of ownership, efficiency and productivity, organizational improvement.
- Name: Organizational Drive

Step 5: Reviewing Themes

Reviewing Themes in Relation to Research Questions

This section critically assesses the alignment of identified themes with the overarching and subsidiary research questions to ensure a comprehensive exploration of factors influencing employee motivation. The research questions guiding this investigation are as follows:

A. Overarching Research Question:

1. How do employees describe the factors that motivate them in the workplace?

B. Other Research Questions:

2. How do employees describe how the factors motivate them in the workplace?
3. How do employees describe the benefits of the factors that motivate them in the workplace?

Aligning Themes with Research Questions

Theme 1: Workplace Environment and Well-being

This theme addresses the overarching research question by delving into the diverse aspects of the workplace environment that motivate employees. It aligns with the second research question, providing insights into how the workplace environment serves as a

motivator. The theme also discusses the benefits associated with a conducive workplace, emphasizing employee well-being and satisfaction.

Theme 2: Financial Recognition and Rewards

Focusing on financial factors, this theme directly responds to the overarching research question by exploring the role of financial recognition and rewards in motivating employees. It aligns with the second research question, detailing how financial benefits contribute to motivation. The theme outlines the benefits of financial recognition, offering a nuanced understanding of its impact.

Theme 3: Learning and Development Opportunities

Centered on employee growth, this theme aligns seamlessly with the overarching research question, examining factors related to learning and skill development. It addresses the second research question by illustrating how learning opportunities motivate employees. Additionally, the theme elucidates the benefits associated with continuous learning and skill development.

Theme 4: Work-Life Balance and Flexible Schedules

This theme explores the significance of work-life balance and flexible schedules in motivating employees, directly contributing to the overarching research question. It aligns with the second research question by detailing how these factors influence motivation. The theme outlines the benefits of achieving a harmonious work-life balance, emphasizing the positive impact on employee motivation.

Theme 5: Recognition and Appreciation

Focusing on acknowledgment and appreciation, this theme responds to the overarching research question by exploring how recognition motivates employees. It aligns with the second research question, providing insights into the dynamics of recognition. The theme further discusses the benefits associated with being recognized for one's contributions at the workplace.

Theme 6: Career Growth and Advancement Opportunities

Centered on professional development, this theme aligns with the overarching research question by examining how career growth motivates employees. It contributes to the second research question by detailing the influence of career advancement opportunities on motivation. The theme discusses the benefits associated with a clear career path within the organization.

Theme 7: Team Collaboration and Positive Relationships

Exploring the dynamics of teamwork and positive relationships, this theme addresses the overarching research question by delving into how collaboration motivates employees. It aligns with the second research question, providing insights into the role of positive relationships in motivation. The theme outlines the benefits associated with a collaborative and supportive work environment.

Theme 8: Organizational Support and Employee Well-being Programs

This theme responds to the overarching research question by examining the impact of organizational support and well-being programs on employee motivation. It aligns with the second research question, detailing how organizational initiatives contribute to

motivation. The theme discusses the benefits associated with comprehensive support programs, emphasizing employee well-being.

Verifying Consistency

Ensuring a consistent connection between the themes and research questions is imperative for the coherence and effectiveness of the analysis. Through a meticulous consistency check, each theme has been confirmed to align with at least one research question, offering meaningful insights into the motivational factors discussed. This comprehensive alignment enhances the overall robustness of the analysis.

Aligning with Conceptual Framework

The conceptual framework provides the theoretical foundation for understanding how various workplace factors influence employee motivation, drawing on Maslow's hierarchy of needs theory and Herzberg's Two-factor theory.

Conceptual Framework Recap:

The conceptual framework centers on the overarching concept of motivation and incorporates key theories, namely Maslow's hierarchy of needs and Herzberg's Two-factor theory. The aim is to explore how workplace factors influence employee motivation, with a focus on understanding the underlying reasons for these motivational effects.

Motivation:

- Major driver of employee performance and productivity.
- Incentives and rewards are crucial for motivation.

- Impacts organizational productivity; a manager's role is to ensure positive employee motivation.

Job Performance:

- Linked to a well-motivated workforce.
- Involves continuous balancing of strategic objectives and individual performance.
- Job satisfaction is positively correlated with job performance.

Job Satisfaction:

- Influences job performance, turnover, absenteeism, and mental health.
- Job satisfaction is positively linked with employee motivation.

Leadership:

- Effective leadership is a means of employee motivation.
- Leaders play a vital role in improving employee motivation.

Training and Development:

- Training is essential for improving skills and knowledge.
- Trained employees are more motivated to work.

Aligning Themes with Conceptual Framework

Theme 1: Financial Rewards - Monetary Motivators

- Alignment: Directly aligns with the financial aspect of motivation mentioned in the conceptual framework.
- Contribution: Explores how financial benefits, compensation, and health care benefits influence motivation.

Theme 2: Positive Work Environment - Workplace Positivity

- Alignment: Corresponds to the importance of a conducive work environment and recognition in motivating employees.
- Contribution: Explores factors contributing to a positive workplace, including relationships, recognition, and achievable targets.

Theme 3: Learning and Development - Developmental Opportunities

- Alignment: Corresponds to the emphasis on training and development in the conceptual framework.
- Contribution: Focuses on opportunities for learning, growth, and skill development.

Theme 4: Achievement and Recognition - Achievement Recognition

- Alignment: Directly aligns with the recognition aspect of motivation in the conceptual framework.
- Contribution: Encompasses factors related to achieving goals, positive impact, and recognition.

Theme 5: Autonomy and Independence - Autonomy at Work

- Alignment: Corresponds to the importance of autonomy and freedom in the workplace mentioned in the conceptual framework.
- Contribution: Involves the freedom to work independently and handle projects with minimal supervision.

Theme 6: Health and Well-being - Well-being Support

- Alignment: Aligns with the emphasis on employee well-being and health care benefits in the conceptual framework.
- Contribution: Encompasses factors related to physical and mental well-being.

Theme 7: Positive Work Relationships - Collaborative Environment

- Alignment: Corresponds to the significance of positive relationships and teamwork in motivating employees as mentioned in the conceptual framework.
- Contribution: Involves factors contributing to positive relationships at work.

Theme 8: Motivation by Organizational Goals - Organizational Drive

- Alignment: Aligns with the conceptual framework's focus on motivation through a sense of ownership and efficiency.
- Contribution: Involves factors related to a sense of ownership, efficiency, and organizational improvement.

Each theme is well-aligned with the key concepts and relationships within the conceptual framework. The themes collectively contribute to a comprehensive exploration of how workplace factors, as identified in the conceptual framework, influence and motivate employees.

Reviewing Theoretical Foundation

The theoretical foundation incorporates Maslow's hierarchy of needs theory and Herzberg's Two-factor theory. Maslow's theory outlines a hierarchy of needs, ranging from physiological to self-actualization, where individuals seek to fulfill lower needs before progressing to higher ones. Herzberg's Two-factor theory distinguishes between hygiene factors and motivators, with motivators influencing job satisfaction and hygiene factors preventing dissatisfaction.

Supporting and Contrasting Theories:

- Adams' Social Equity Theory emphasizes employees seeking social equity through different reward systems, comparing their input-output ratios with colleagues.
- The Self-Concept Motivational Theory posits that compelling managers, respected for their traits, attract followers and positively impact employee motivation.
- Vroom's Expectancy Theory focuses on the results of motivation rather than the satisfaction of needs, contrasting with Maslow's emphasis on individual needs.

Evaluating Themes in Light of Theoretical Foundation

1. Monetary Motivators (Financial Rewards)

- Alignment: Aligned with extrinsic factors in the theoretical foundation.
- Contribution: Reflects the importance of monetary benefits in motivation, consistent with Maslow's and Herzberg's theories.

2. Workplace Positivity (Positive Work Environment)

- Alignment: Corresponds to Herzberg's motivators and Maslow's higher-level needs.
- Contribution: Reflects the significance of positive workplace elements in fostering motivation.

3. Developmental Opportunities (Learning and Development)

- Alignment: Aligned with the emphasis on growth and development in both Maslow's and Herzberg's theories.
- Contribution: Reflects the importance of opportunities for learning and skill development.

4. Achievement Recognition (Achievement and Recognition)

- Alignment: Directly aligned with Herzberg's motivators and Maslow's need for recognition.
- Contribution: Reflects the role of recognition in achieving job satisfaction and motivation.

5. Autonomy at Work (Autonomy and Independence)

- Alignment: Corresponds to Herzberg's emphasis on intrinsic factors and Maslow's need for self-actualization.
- Contribution: Reflects the importance of autonomy in motivating employees.

6. Well-being Support (Health and Well-being)

- Alignment: Aligns with Maslow's emphasis on physiological and safety needs.
- Contribution: Reflects the significance of employee well-being in motivation.

7. Collaborative Environment (Positive Work Relationships)

- Alignment: Corresponds to the importance of interpersonal relations in Herzberg's theory.
- Contribution: Reflects the role of positive relationships in fostering motivation.

8. Organizational Drive (Motivation by Organizational Goals)

- Alignment: Aligned with Herzberg's intrinsic factors and Maslow's self-actualization.
- Contribution: Reflects the importance of organizational goals in motivating employees.

Identified Gaps:

- ❖ Limited emphasis on Adams' Social Equity Theory: While the themes touch on recognition, there is potential to explore the social equity aspect further.
- ❖ Need for more explicit alignment with Vroom's Expectancy Theory: The analysis doesn't explicitly address how the themes align with the results-oriented focus of Vroom's theory.

Documentation and Final Review

A detailed documentation is provided of how each theme aligns with the research questions, conceptual framework, and theoretical foundation. It also highlights any adjustments or refinements made to themes during the alignment process.

This section also presents a final review of the themes in relation to the research questions, conceptual framework, and theoretical foundation. The goal is to ensure that the alignment is logical, coherent, and contributes meaningfully to the overall thesis.

Theme 1: Monetary Motivators (Financial Rewards)

- Alignment with Research Questions: Directly addresses the impact of financial rewards on employee motivation.

- Alignment with Conceptual Framework: Aligned with the extrinsic factors related to monetary benefits.
- Alignment with Theoretical Foundation: Reflects Herzberg's hygiene factors and Maslow's physiological and safety needs.
- Final Review: Logical alignment; the theme offers a coherent exploration of monetary motivators in the workplace, contributing meaningfully to the thesis.

Theme 2: Workplace Positivity (Positive Work Environment)

- Alignment with Research Questions: Directly addresses how a positive work environment motivates employees.
- Alignment with Conceptual Framework: Corresponds to the emphasis on job satisfaction and positive work conditions.
- Alignment with Theoretical Foundation: Reflects Herzberg's motivators and Maslow's higher-level needs.
- Final Review: Logical and coherent alignment; the theme contributes meaningfully by exploring the impact of a positive work environment on employee motivation.

Theme 3: Developmental Opportunities (Learning and Development)

- Alignment with Research Questions: Addresses how opportunities for learning contribute to employee motivation.
- Alignment with Conceptual Framework: Aligned with the importance of training and development for consistent growth.
- Alignment with Theoretical Foundation: Corresponds to Maslow's and Herzberg's emphasis on growth and development.
- Final Review: Logical alignment; the theme offers a coherent exploration of developmental opportunities, contributing meaningfully to the thesis.

Theme 4: Achievement Recognition (Achievement and Recognition)

- Alignment with Research Questions: Directly addresses how recognition for achievements motivates employees.
- Alignment with Conceptual Framework: Corresponds to the significance of recognition for job satisfaction.
- Alignment with Theoretical Foundation: Reflects Herzberg's motivators and Maslow's need for recognition.
- Final Review: Logical and coherent alignment; the theme contributes meaningfully by exploring the impact of achievement recognition on employee motivation.

Theme 5: Autonomy at Work (Autonomy and Independence)

- Alignment with Research Questions: Addresses how autonomy contributes to employee motivation.

- Alignment with Conceptual Framework: Aligned with Herzberg's intrinsic factors and Maslow's self-actualization.
- Alignment with Theoretical Foundation: Corresponds to the importance of autonomy in motivation.
- Final Review: Logical alignment; the theme offers a coherent exploration of autonomy at work, contributing meaningfully to the thesis.

Theme 6: Well-being Support (Health and Well-being)

- Alignment with Research Questions: Addresses how well-being factors contribute to employee motivation.
- Alignment with Conceptual Framework: Corresponds to Maslow's emphasis on physiological and safety needs.
- Alignment with Theoretical Foundation: Reflects the significance of employee well-being in motivation.
- Final Review: Logical and coherent alignment; the theme contributes meaningfully by exploring the impact of well-being support on employee motivation.

Theme 7: Collaborative Environment (Positive Work Relationships)

- Alignment with Research Questions: Directly addresses how positive work relationships motivate employees.
- Alignment with Conceptual Framework: Corresponds to the importance of interpersonal relations for job satisfaction.
- Alignment with Theoretical Foundation: Reflects Herzberg's emphasis on positive interpersonal relations.
- Final Review: Logical alignment; the theme offers a coherent exploration of collaborative work relationships, contributing meaningfully to the thesis.

Theme 8: Organizational Drive (Motivation by Organizational Goals)

- Alignment with Research Questions: Addresses how organizational goals contribute to employee motivation.
- Alignment with Conceptual Framework: Aligned with Herzberg's intrinsic factors and Maslow's self-actualization.
- Alignment with Theoretical Foundation: Corresponds to the importance of organizational goals in motivation.
- Final Review: Logical and coherent alignment; the theme contributes meaningfully by exploring the impact of organizational drive on employee motivation.

Each theme has been documented to showcase its alignment with the research questions, conceptual framework, and theoretical foundation. The alignment process revealed that the themes effectively capture the motivational factors outlined in the theoretical foundation and contribute meaningfully to answering the research questions. The absence

of major adjustments underscores the coherence of the thematic analysis in relation to the broader study.

Step 6: Ensuring Rigor and Trustworthiness

To enhance the credibility of the qualitative analysis, a reflexive approach was adopted throughout the study. The researcher regularly engaged in self-reflection to identify and address potential biases that could influence interpretations. A peer debriefing process was implemented, involving discussions with a colleague who reviewed the analytical decisions and interpretations. Alternative explanations for identified themes were actively considered, with an emphasis on challenging initial interpretations.

To validate the findings, member checking was performed by sharing preliminary results with participants and seeking their feedback. This process aimed to ensure that the interpretations resonated with participants' experiences and perspectives. The feedback received during member checking was carefully considered, and adjustments were made to the analysis where necessary.

The analysis was also compared with participants' own words through the inclusion of direct quotes in the presentation of themes. This served to demonstrate the alignment between the researchers' interpretations and the participants' lived experiences.

Furthermore, to maintain transparency and accountability, an audit trail was diligently maintained. This trail documented every decision made during the analysis, including coding choices, theme development, and any modifications to the analytical process. Selected excerpts from the audit trail are available in the appendix, providing readers with insight into the decision-making journey.

These rigorous practices aim to enhance the trustworthiness and reliability of the qualitative analysis, ensuring that the findings accurately reflect the participants' narratives and experiences.

Appendix E: Interview Protocol

- Research questions:**
1. How do the employees describe the factors that motivate them in the workplace?
 2. How do the employees describe how the factors motivate them in the workplace?
 3. How do the employees describe the benefits of the factors that motivate them in the workplace?




NO.	What I will do	What I will say
1.	On receipt of the Informed Consent form, I will have a meeting with the management to schedule the date and time to conduct the interviews and send out a meeting request with an attached schedule detailing the date, time, and names of participants.	
2.	I will make sure that I arrive at the venue of the interview at least 30 minutes before the scheduled interview.	
3.	At the interview setting, I will begin with salutations, personal introductions, and a brief overview of the research topic.	<p>(Participant Name). Thank you for accepting to participate in my study and agreeing to be interviewed today. My name is Ebenezer Sowunmi, and I am a graduate student at Walden University conducting my doctoral study in partial fulfilment of the Doctor of Philosophy degree requirements, with an emphasis on management.</p> <p>This semi-structured interview will last between 30-60 minutes and include six interview questions about how you and your colleagues describe the factors that motivate you in the workplace.</p> <p>All the information obtained from you will be strictly confidential.</p> <p>The answers received from your interview will help us to understand how you and your colleagues describe the factors that motivate you in the workplace and their resultant effects on you.</p>

4.	Confirm the eligibility of participants in the study.	I will ask the participants 3 criteria to establish that they are: <ul style="list-style-type: none"> • Over 21 years • Willing to participate. • Permanent employee.
5.	State date, time, and location of interview.	I will state the date, time, and location of the interview.
6.	Review Informed Consent and confirm agreement.	I will supply participants with their signed informed consent forms. I will state to them that all the information obtained from them will be strictly confidential. I will ask if there are any questions or concerns regarding this form or this process?
7.	Permission to record and begin	Can I please have your consent to record this session? Are there any other questions or concerns before we begin?
8.	During the interview	I will ask the 6 interview questions and follow-up probing questions depending on the feedback received from the participants.
9.	<ul style="list-style-type: none"> • Watch for non-verbal cues. • Paraphrase as needed. • Ask follow-up probing questions to get more in-depth. 	<ol style="list-style-type: none"> 1. How do you describe the presence of the factors that motivate you in the workplace? 2. How do you describe how you know that these factors motivate you in the workplace? 3. How do you describe how these factors influence you in the workplace? 4. How do you describe the impact of these factors on you in the workplace? 5. How do you describe whether these factors in the workplace motivate you?

		6. How do you describe the benefits of the motivation by these factors in the workplace?
10.	End of interview.	I will thank the research participants for allowing me to interview them and for their participation in the study.
11.	Schedule follow-up member checking interview,	I will remind participants that I will meet them in 2 weeks to verify the accuracy of the manuscript. I will provide my synthesis in advance of our meeting for your review, could you provide an email to be address so that I can send her to you.
12.	Before the member checking meeting check that: 48 hours before the scheduled meeting, email participants the summary of their interview answers and confirm the meeting date and time.	Email to include: Good morning (Participant Name). Thank you for your participation in the interview on where we discussed the 6 interview questions. As promised, I have attached the synthesis of that meeting for your review. Please review and ensure that I have accurately synthesized your answers. I look forward to talking with you again on (date) for further discussion. If there are errors, you will be able to make changes or corrections to your responses or clarify my interpretation at that time.
13.	Introduce follow-up interview and set the stage. (This step downwards was deemed unnecessary because all the participants agreed that the transcript sent to them by email represented everything that transpired during the interviews)	(Participant Name). Thank you for talking with me today. As I stated at our previous meeting, I am allowing you to review my interpretation of your interview answers before I include them in the study. Member-checking ensures that I have accurately represented your answers. You can modify or clarify your answers as you deem appropriate.
14.	Share a copy of the synthesis for each question in advance of the meeting.	1. How do you describe the presence of the factors that motivate you in the workplace?

	<p>Review each question and synthesize with the participant and ask:</p> <ul style="list-style-type: none"> • Did I miss anything? • Does this correctly represent your response? • Is there anything you would like to add? 	<ol style="list-style-type: none"> 2. How do you describe that you know that these factors motivate you to in the workplace? 3. How do you describe how these factors influence you in the workplace? 4. How do you describe the impact of these factors on you in the workplace? 5. How do you describe whether these factors in the workplace motivate you? 6. How do you describe the benefits of the motivation by these factors in the workplace?
15.	Wrap-up the member checking interview.	(Participant Name). Thank you for your time today. It was a pleasure sharing and discussing my results with you. I will provide you with an update on my progress. I will send you a 1-to-2-page summary of the results.

Appendix F: Citi Program Certificate of Completion for Ebenezer Sowunmi

		Completion Date 10-Jan-2023 Expiration Date N/A Record ID 53200839
This is to certify that:		
Ebenezer Sowunmi		
Has completed the following CITI Program course:		
Not valid for renewal of certification through CME.		
Student's (Curriculum Group) Doctoral Student Researchers (Course Learner Group) 1 - Basic Course (Stage)		
Under requirements set by:		
Walden University		
 Collaborative Institutional Training Initiative		
Verify at www.citiprogram.org/verify/?w9716e918-7b10-4ca1-b214-8d75e2d2f6d0-53200839		



National Health Research Ethics Committee of Nigeria (NHREC)

Promoting Highest Ethical and Scientific Standards
for Health Research in Nigeria



Federal Ministry of Health

NHREC Protocol Number NHREC/01/01/2007-30/05/2023

NHREC Approval Number NHREC/01/01/2007-06/07/2023

Date: 6th July, 2023

Re: Factors in the workplace that motivate organizational representative employees in Nigeria

Health Research Committee assigned number: NHREC/01/01/2007

Name of Student Investigator: Ebenezer Oladapo Sowunmi

Address Student Investigator: Walden University

USA

Email: daposowunmi@gmail.com

Tel: 0803-390-1245, 0805-732-9380

Date of receipt of valid application: 30/05/2023

Date when final determination of research was made: 06-07-2023

Notice of Expedited Committee Review and Approval

This is to inform you that the research described in the submitted protocol, Consent form, advertisement and other participant information materials have been reviewed and *given expedited committee approval by the National Health Research Ethics Committee.*

This approval dates from 06/07/2023 to 05/07/2024. If there is delay in starting the research, please inform the HREC so that the dates of approval can be adjusted accordingly. Note that no participant accrual or activity related to this research may be conducted outside of these dates. *All informed consent forms used in this study must carry the HREC assigned number and duration of HREC approval of the study.* In multiyear research, endeavour to submit your annual report to the HREC early in order to obtain renewal of your approval and avoid disruption of your research.

The National Code for Health Research Ethics requires you to comply with all institutional guidelines, rules and regulations and with the tenets of the Code including ensuring that all adverse events are reported promptly to the HREC. No changes are permitted in the research without prior approval by the HREC except in circumstances outlined in the Code.

The HREC reserves the right to conduct compliance visit to your research site without previous notification.

Signed

**Professor Zubairu Iliyasu MBBS (UniMaid), MPH (Glasg.), PhD (Shef.), FWACP, FMCPH, FFP(UK)
Chairman, National Health Research Ethics Committee of Nigeria (NHREC)**