

The Effect Of Employee Motivation On Employees' Performance In The Hydrocarbons Prices Stabilisation Fund Yaounde, Cameroon

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Abstract: Employee motivation is a critical factor in determining organizational success, as motivated employees are more loyal, dedicated, and likely to perform well. This research explores the effects of employee motivation on employee performance, specifically focusing on the Hydrocarbon Price Stabilization Fund (HPSF). The study aimed to evaluate how various motivational factors, including financial motivation, intrinsic motivation, recognition and growth programs, and psychological motivation, influence employee performance. A descriptive survey methodology was employed to collect data from a sample of 88 HPSF employees using a questionnaire. Stratified random sampling was used to ensure a representative sample from different departments within the organization. Of the 88 distributed questionnaires, 65 were returned, yielding a response rate of 74%. The data were analyzed using SPSS software and included Pearson correlation analysis and multiple regression analysis to identify the relationship between motivational factors and employee performance. The results revealed that financial motivation (e.g., salary, bonuses, health benefits), recognition and growth programs, and psychological motivation had significant positive effects on employee performance, with regression coefficients of $\beta = 0.283$, $\beta = 0.220$, and $\beta = 0.253$ respectively. Furthermore, the analysis showed that a younger, more educated workforce positively influenced employee performance. Statistical tests revealed a significant positive relationship between employee motivation and performance, with an R^2 of 0.523, indicating that 52.3% of the variation in employee performance could be explained by the motivational variables. The research concludes that motivation plays a substantial role in enhancing employee performance at HPSF. Based on these findings, the study recommends that HPSF focus on implementing career progression programs, increasing internal training opportunities, and promoting equality in the workplace to further enhance employee performance and satisfaction.

Keywords: Employee Motivation, Employee Performance, Financial Motivation, Intrinsic Motivation, Recognition Programs, Psychological Motivation, HPSF, Organizational Performance

I. INTRODUCTION

The research topic is the effects of motivation on employee performance; a case study of the Hydrocarbon Price Stabilization Fund. Employee performance is a trademark of skill and motivation, where skill entails the skills, preparation, and resources needed to perform a task, and motivation is characterized as an internal force that motivates individuals to

act on something (Flippo, 2001). Therefore, employee motivation is very necessary for organizations because physical, financial and human capital is required to achieve the goals of any concern. This can be accomplished by improving the working capacity of employees. A company can have a good boss, a good vision and a good cause; but if it neglects its employees, the company is fundamentally in chaos.

Therefore, in order for employees to perform well, they must first have the knowledge and talents required for the job. They must then understand what is required of them and be motivated to increase their efforts. Finally, personnel need to work in a milieu that allows them to perform the task at hand, for example by allotting adequate resources (Mitchell, 1982). If motivation is zero, even the most gifted worker will not achieve. Similarly, an eager and exceedingly motivated employee can achieve good performance despite having some knowledge gaps (Landy/Conte, 2010). A good instance of the latter situation is a new worker or intern who joins the institute fully driven to work, but lacks skills and experience. The motivation to learn and develop quickly overshadows weaknesses. The effects of enthusiasm do not end with performance. A group of motivated employees has fewer work-related injuries, fewer ethical problems, less employee turnover, and lower absenteeism (Jurkiewicz/Massey/Brown, 1998). Motivated employees experience less stress, enjoy their work and, as a result, have better physical and mental health (Robison, 2010). In addition, motivated employees are more dedicated to their establishments and show less defiance and resentment (Jurkiewicz et al., 1998). They are also more inspired, inventive and receptive to clientele, thereby ultimately contributing to the long-term achievement of the business (MANforum, 2009). In short, motivated staffs are the extreme asset of any business.

A. RESEARCH PROBLEM STATEMENT

Employee motivation is widely acknowledged as a critical factor in enhancing organizational performance (Locke & Latham, 2004). However, despite extensive research on this topic in various organizational settings, there remains a gap in understanding the specific motivational factors that contribute to employee performance within the context of public sector organizations in Cameroon. This study focuses on the Hydrocarbons Prices Stabilization Fund (HPSF) in Yaoundé, Cameroon, an organization that has notably managed to retain its employees in an environment marked by high unemployment and labor unrest. While the HPSF enjoys significant employee loyalty, little is known about the specific extrinsic and intrinsic motivators that drive this behavior, particularly within a public-sector setting in a developing country (Herzberg, 1966; Deci & Ryan, 2008).

This research aims to address this gap by investigating the motivational strategies employed by the HPSF and exploring their impact on employee performance and retention. Specifically, it will examine whether factors such as remuneration, job security, career advancement opportunities, and workplace environment contribute to employee satisfaction and productivity (Robinson & Judge, 2017). Additionally, the study seeks to determine whether insufficient or inadequate motivational practices lead to decreased employee performance at the HPSF, as suggested by previous studies on the relationship between motivation and performance (Halepota, 2005; Wright & Cropanzano, 2000).

Given the economic challenges in Cameroon, where young graduates are increasingly frustrated by the scarcity of employment opportunities (Nguyen & Tran, 2017), the

findings of this study are significant for both policymakers and organizational leaders. They could offer insights into how public organizations can improve employee engagement and performance through effective motivational strategies, contributing to organizational success and stability (Vroom, 1964).

B. RESEARCH OBJECTIVES

a. GENERAL OBJECTIVES

The general objective of this study is to assess the effect of employee motivation on employee performance in the HPSF.

b. SPECIFIC OBJECTIVES

- ✓ To evaluate the level at which financial motivation affects employee performance in the Hydrocarbons Prices Stabilization Fund.
- ✓ To observe the effect of intrinsic motivation on employee performance in the Hydrocarbons Prices Stabilization Fund.
- ✓ To measure the effect of recognition and growth programs on employee performance in the Hydrocarbons Prices Stabilization Fund.
- ✓ To analyze the effect of psychological motivation on employee performance in the Hydrocarbons Prices Stabilization Fund.

C. RESEARCH QUESTIONS

a. MAIN RESEARCH QUESTION

To what magnitude does employee motivation influence employee performance in the HPSF.

b. SPECIFIC RESEARCH QUESTIONS

- ✓ To what point does financial motivation influence employees' performance in the HPSF?
- ✓ To what level does intrinsic motivation affect employees' performance in the HPSF?
- ✓ To what level does recognition and growth programs effect on employees' performance in the HPSF?
- ✓ Does psychological motivation have an effect on employees' performance in the HPSF?

D. RESEARCH HYPOTHESIS

H1	Financial motivation has a substantial effect on employee performance in HPSF
H2	There is a significant impact between intrinsic motivation and employee performance in HPSF
H3	There is a significant effect between recognition and growth programs on employee performance in HPSF
H4	There is a significant effect between psychological motivation and employee performance HPSF

E. SIGNIFICANCE OF THE STUDY

This study is of significant value to the Hydrocarbons Prices Stabilization Fund (HPSF) as it will provide insights into the motivational factors that influence employee performance and retention within the organization. The findings will enable HPSF management to identify key areas of employee dissatisfaction and implement targeted motivational strategies to enhance employee satisfaction, productivity, and overall organizational performance. By understanding the relationship between motivation and performance, HPSF can better tailor its human resource policies and practices to foster a more engaged and committed workforce, thereby contributing to the long-term stability and success of the organization.

Furthermore, this research is of critical importance to policymakers, particularly those involved in human resource management. The study's findings will inform the development of more effective public sector employment policies that prioritize employee motivation as a key driver of organizational efficiency. Policymakers can use the insights from this research to formulate strategies that improve the attractiveness of public sector organizations, thus addressing challenges such as high turnover and low job satisfaction that are prevalent in many government institutions.

Additionally, this study will contribute to the academic literature on employee motivation, particularly within the Cameroonian context. By exploring the unique motivational dynamics at play in a public sector organization like HPSF, this research will serve as a valuable resource for future studies on the relationship between motivation and performance. The insights gained could be applicable to similar organizations both within Cameroon and across other developing economies, where employee motivation and organizational performance are critical for socio-economic development.

Ultimately, this study aims to break new ground in understanding how specific motivational factors impact employee performance in a public-sector organization, providing a foundation for future research in this field. The findings could guide other organizations in enhancing employee performance through tailored motivational strategies, thus promoting organizational effectiveness across various sectors.

II. LITERATURE REVIEW

A. REVIEW OF EMPIRICAL LITERATURE

Numerous studies have investigated the relationship between employee motivation and performance, as it is a crucial factor for enhancing organizational effectiveness. Performance is commonly defined as the outcome of an individual's efforts and skills in performing assigned tasks (Prasetya & Kato, 2011). According to Suhartini (1995), employee performance is the result of the interaction between an employee's effort, ability, and task perception. High performance within organizations is crucial for organizational

success, which necessitates sustained efforts to improve employee productivity (Tarantino, 2005).

Some scholars emphasize the failure of business managers to recognize the critical importance of employee motivation, despite acknowledging that employees are valuable organizational assets (Dharma, 1991; Swasto, 1996). Moreover, motivation in the workplace plays a vital role in driving the completion of tasks and meeting organizational goals (Swasto, 1996). Various research works have contributed to understanding the dynamics of employee motivation and its impact on performance, offering diverse perspectives on how motivation strategies enhance employee engagement and productivity.

One of the key perspectives is that empowered employees are likely to experience increased satisfaction in their work, which ultimately leads to improved performance and reduced turnover (Aranoff et al., 2005). Employees who remain motivated are more inclined to stay within an organization, thereby contributing to optimal performance compared to those who lack enthusiasm for their roles.

Several empirical studies support the link between employee motivation and performance, as demonstrated by the following key works:

- ✓ *Fendi Johana Bitaseme (2018)*: In her study titled "Employee Motivation and Performance in the Cameroon Public Service: A Case Study of Kumba and Buea Revenue Departments," Bitaseme found significant positive relationships between compensation (0.83), promotion prospects (0.53), and employee performance. The study also highlighted the importance of improving the work environment and offering continuous compensation to boost performance (Bitaseme, 2018).
- ✓ *Nurun Nabi et al. (2017)*: In their study on the impact of motivation on employee performance in Karmasangsthan Bank Limited, Bangladesh, the researchers found that positively motivated employees exhibit greater effectiveness and efficiency in achieving organizational goals (Nabi et al., 2017).
- ✓ *Loretta Sarpong (2016)*: Investigating motivation and performance in Ecobank Limited, Sarpong concluded that there is a strong relationship between motivation and performance, with financial rewards being a key motivating factor for employees. She further recommended giving employees opportunities to participate in decision-making processes to enhance job satisfaction (Sarpong, 2016).
- ✓ *Pamela Akinyi Omollo (2015)*: Omollo's study on Kenya Commercial Bank in Migori District found that monetary rewards had a significant positive impact on employee performance. The study also identified key demotivating factors, including delays in promotions and lack of career advancement (Omollo, 2015).
- ✓ *Alalade (2015)*: In his analysis of Nigerian banks, Alalade (2015) found that motivation had a significant effect on employee performance. The study emphasized the need for diverse motivational packages to sustain high performance and employee retention.
- ✓ *Belly Onanda (2015)*: Onanda's study on Kenyan commercial banks found that motivated employees tend to perform better by contributing more toward achieving

organizational goals, although there are still challenges in motivating employees (Onanda, 2015).

- ✓ *Samson Yimka (2015)*: In his study on employee motivation and performance in the Nigerian banking industry, Yimka concluded that motivation significantly affects employee performance. The study suggested that Nigerian banks should focus on employee motivation to improve their overall performance (Yimka, 2015).
- ✓ *Orasa (2014)*: Orasa's study on healthcare workers in Ilemela, Mwanza region, found a low level of motivation among healthcare workers. The study revealed that intrinsic motivation was higher among some employees, while others were poorly motivated by extrinsic factors (Orasa, 2014).
- ✓ *Bushiri (2014)*: Research conducted by Bushiri at the Institute of Financial Management in Dar es Salaam found a positive relationship between work environment and employee performance. The study concluded that improvements in the work environment positively influenced employee productivity (Bushiri, 2014).
- ✓ *Richard (2014)*: In his study on the Asunafo North Municipal Education Directorate, Richard (2014) found that low wages, bonuses, and salaries were significant demotivating factors. However, appreciation of job performance and promotion were identified as key factors in improving employee motivation (Richard, 2014).
- ✓ *Shahzadi et al. (2014)*: Shahzadi et al. (2014) explored the effects of motivation on employee performance in Pakistan and found that employee motivation positively correlated with performance. They also observed that inadequate training negatively affected motivation levels (Shahzadi et al., 2014).
- ✓ *Mbogo (2013)*: In a study conducted in Tanzania's Ilala Municipality, Mbogo (2013) found a positive relationship between salary and employee motivation. The study highlighted the importance of financial compensation in enhancing employee performance in the public sector.
- ✓ *Mohamedi (2013)*: Mohamedi's research in Tanzanian banks identified salary, promotion, and recognition as significant motivators for employees. The study recommended that banks invest more in employee training and development (Mohamedi, 2013).
- ✓ *Thomas Owusu (2012)*: Owusu's study on Ghana Commercial Bank concluded that various incentive packages, such as higher salaries, promotions, and benefits like car loans, positively impacted employee performance. The study emphasized that withdrawing such incentives would negatively affect employee motivation (Owusu, 2012).

These studies collectively highlight the strong connection between employee motivation and performance across different sectors, with factors such as compensation, promotion prospects, work environment, and recognition playing pivotal roles. However, several studies also underscore challenges related to insufficient motivational practices, emphasizing the need for continuous research into effective motivational strategies that can be applied in different organizational settings.

N°	Title	Author	Objectives	Findings
1	Employee Motivation and Performance in Cameroon's Public Service: A Case Study of The Taxation Departments of Kumba and Buea	Fendi Johana Bitaseme, 2018	Assess the relationship between remuneration and employee performance	Significant positive relationship between remuneration (0.83) and employee performance
2	Impact of Motivation on Employee Performance	Nurun Nabi, Md. Monirul Islam, Dip TM and Hossain AA, 2017	Analyze how motivational tools affect employee performance at Karmasangsthan Bank, Bangladesh	Positive motivation enhances employee efficiency in achieving organizational goals
3	The Effect of Motivation on the Performance of Employees of Ecobank Limited, Knust Branch	Loretta Sarpong, 2016	Investigate the relationship between motivation and employee performance	Money is a key motivational factor for employees
4	Effect of Motivation on Employee Performance at Kenya Commercial Bank	Pamela Akinyi Omollo, 2015	Evaluate the impact of motivation on performance at Kenya Commercial Bank, Migori District	Monetary rewards significantly affect employee performance
5	Effects of Motivation on Employee Performance in Nigerian Banks	Alalade, 2015	Analyze the effect of motivation on performance in Nigerian banks	Motivation has a significant impact on employee performance
6	The Effect of Motivation on Employee Performance at Kenyan Commercial Banks	Belly Onanda, 2015	Examine the impact of motivation on employee performance	Motivated employees contribute more toward achieving organizational goals
7	Motivation and Employee Performance in the Nigerian Banking Industry	Samson Yimka, 2015	Investigate the effect of motivation on employee performance	Motivation significantly affects employee performance
8	The Effect of Motivational Factors on Employee Job Performance in Public Health Facilities	Orasa, 2014	Assess the level of motivation among healthcare workers	Low motivation with some employees poorly motivated by extrinsic factors
9	The Impact of Work Environment on Employee Performance	Bushiri, 2014	Examine the relationship between work environment and employee performance	Positive relationship between work environment and employee performance
10	The Effect of Motivation on Employee Performance at Asunafo North	Richard, 2014	Investigate motivation and performance in the education sector	Low motivation in terms of wages; job appreciation

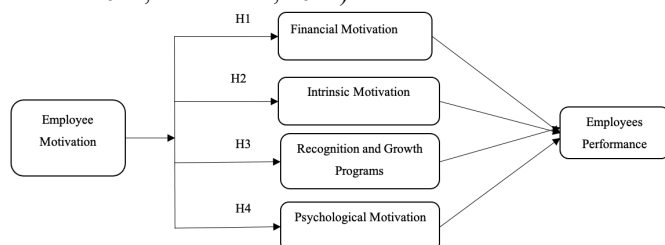
	Municipal Education Directorate			and promotion improve motivation
11	Effects of Motivation on Employee Performance in Pakistan	Shahzadi et al., 2014	Examine incentive packages affecting employee motivation	Motivation has a significant positive relationship with employee performance
12	Impact of Motivation on Employee Performance in Public Services in Tanzania	Mbogo, 2013	Evaluate the effect of motivation on employee performance	Positive relationship between salary and motivation
13	Effects of Motivation on Employee Performance in Tanzania Postal Bank	Mohamedi, 2013	Investigate the effect of motivation on employee performance in banks	Salary, promotion, and recognition are key motivators for employees
14	Effects of Motivation on Employee Performance in Ghana Commercial Bank	Thomas Owusu, 2012	Assess incentive packages and their effect on employee performance	Incentive packages significantly impact employee performance

Source: Author 2025

Table 1: Summary of Empirical Literature Review

B. CONCEPTUAL FRAMEWORK

The figure below shows the association between independent variables and dependent variables of the research problem. The independent variables are considered as motivation factors which include extrinsic and intrinsic factors. Extrinsic factors include salary, fringe benefits, subsidized meals, accommodation, medical benefits and transport services; while intrinsic factors include job satisfaction, career achievement, promotion, recognition and flexibility (Hertzberg 1960). The dependent variable is employee performance, which includes variables such as agreed goal, efficiency, punctuality, employee attendance, fulfillment of responsibilities, quality of work performed, loyalty and competence of the employee. (Mustafa 2013, Miriam 2014, Lilian et al, 2012).



Source: Researcher Conceptualization 2025

Figure 1: Conceptual framework of the relationship between motivation and employee performance

III. RESEARCH METHODOLOGY

A. PHILOSOPHICAL BACKGROUND AND JUSTIFICATIONS

This research is underpinned by the philosophical positions of ontology, epistemology, and axiology. Ontology examines the nature of existence, guiding the researcher's understanding of reality. The research adopts an objectivist ontology, assuming that social entities, such as civil society organizations, exist independently of social actors (Rojon & Saunders, 2012). In terms of epistemology, the study aligns with positivism, which posits that knowledge about social phenomena is objective, observable, and can be verified through sensory experience (Bryman, 2008; Snape & Spencer, 2003). The axiological stance is one of value-neutrality, ensuring the researcher remains independent from the study's data collection process to avoid bias (Varghese, 2019).

B. RESEARCH DESIGN

The study employs a descriptive research design, aimed at investigating the relationships between motivation and employee performance at HPSF Yaoundé. Data were collected through structured questionnaires, which provide a clear snapshot of current conditions. The choice of this design is guided by the research question and hypothesis, which aim to describe the existing relationship between incentives and performance (John, 2007; Kerlinger, 1986).

C. RESEARCH STRATEGY

The primary research strategy used is a survey method, which involves the use of structured questionnaires distributed to employees. This strategy was selected based on the research objectives, time constraints, and the need for empirical data collection from a large sample (Saunders, 2016; Linda et al., 2008).

D. RESEARCH METHOD

A quantitative research method was utilized, focusing on numerical data to test hypotheses and explore the correlation between employee motivation and performance (Creswell, 2014; Kalof et al., 2008). Structured survey questionnaires were designed to capture responses based on Likert scale ratings, ensuring quantifiable results that could be analyzed statistically.

E. DATA COLLECTION TECHNIQUES

Primary data was gathered via structured questionnaires, which were administered face-to-face with respondents for better clarity and response validity. The questionnaire included two sections: demographic data (Part A) and motivational techniques (Part B), the latter utilizing a Likert scale to gauge the extent to which each motivational tool influences performance. Secondary data from reports and literature was also consulted to provide context and theoretical support for the study (Prinz, 2009; Kotler, 2005).

F. DATA ANALYSIS

Data were processed using SPSS (Statistical Package for the Social Sciences), where multiple linear regression analysis was conducted to determine the impact of motivation on employee performance (Bryman, 2008). The use of ANOVA and Chi-Square tests further validated the hypotheses, ensuring the reliability and robustness of the findings (Wellington, 2000; Scotland, 2012).

G. STUDY POPULATION AND SAMPLE SIZE

The population for this study comprised 176 employees of HPSF Yaoundé, excluding senior management. A sample of 88 employees (50% of the population) was selected using cluster sampling across eight departments. This sample size was deemed appropriate to ensure statistical power and reliability in the findings (Saunders et al., 2009). From this sample, 65 responses were collected, yielding a 74% response rate.

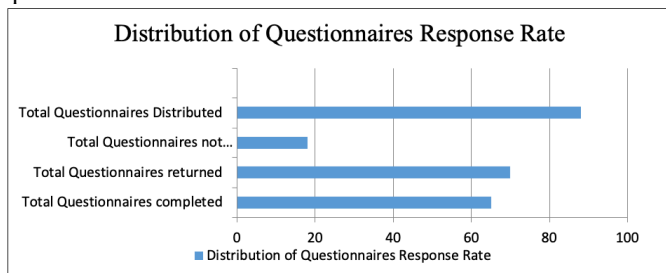
H. ETHICAL CONSIDERATIONS

The research adhered to ethical guidelines, ensuring that participants were informed of the study's purpose and voluntary nature. All data were treated with confidentiality, with respondents assured that their responses would be used solely for academic purposes (Pritha Bhandari, 2021). The study followed ethical protocols to avoid any harm or privacy violations to participants.

IV. DATA ANALYSIS

A. QUESTIONNAIRE RESPONSE RATE

Semi-structured questionnaires were used for data collection. Based on the questionnaire distribution strategy, a total of eighty-eight (88) questionnaires were self-administered and seventy (70) questionnaires were returned. This means that a total of eighteen (18) questionnaires were not returned. The study recorded a total of five (05) incomplete questionnaires and sixty five (65) complete questionnaires as shown below



Source: Author 2025

Figure 2: Distribution of Questionnaire Response Rate

B. MISSING DATA ANALYSIS

The process of data collection often encounters missing data, which, if not properly addressed, can introduce biases

and affect the integrity of the results (Hair et al., 2010; Pollet & van der Meij, 2017). Missing data can occur in two scenarios: Missing Completely at Random (MCAR) and Missing at Random (MAR). MCAR occurs when there is no systematic relationship between the missing data and any other variables, while MAR involves missing data that may be linked to other observed variables (Gareth, 2017). In this study, Missing Values Analysis (MVA) was conducted using Little's MCAR test, which tests the null hypothesis that the data is missing completely at random. The test results indicated a Chi-Square value of 246.078 with a p-value of 0.231, which was greater than the 0.05 significance level, suggesting there was insufficient evidence to reject the null hypothesis. Therefore, the study concluded that the missing data was MCAR, and the Expectation Maximization Algorithm (EMA) was employed to handle the missing data effectively.

C. KMO AND BARTLETT'S TEST

The Kaiser Meyer Olkin (KMO) measures the sampling adequacy (which determines if the response given with the sample are adequate or not) which should be more than 0.5 as a minimum (barely accepted), a value between 0.6-0.8 acceptable, and values of 0.9 and above are perfect.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.713
Bartlett's Test of Sphericity	Approx. Chi-Square	45.599
	df	3
	Sig.	.000

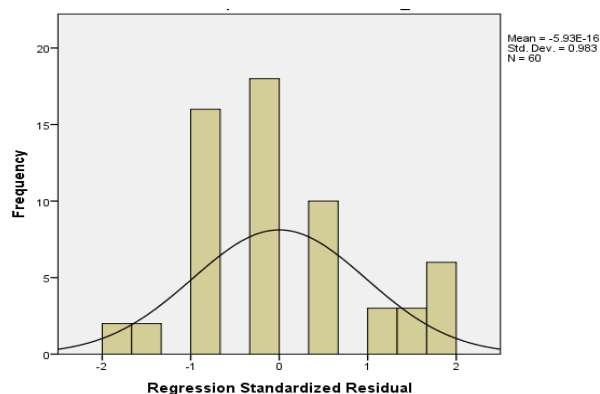
Source: field survey (2025)

Table 2: KMO and Bartlett's Test

From observation, the table KMO measure is 0.713, which is between 0.6-0.8 and therefore is acceptable. Bartlett's test is used to examine the statistical significance of the correlation. It is another indicator of the strength of the relationship between the variables. It tests the null hypothesis that the correlation matrix in the identity matrix. An identity matrix is a matrix in which all diagonal elements are 1, and all of the diagonal components are close to 0. We can see that Bartlett's test has a significance of 0.000. This significance is less than 0.05, which indicates that the correlation between items is sufficiently large enough for analysis.

D. MULTIVARIATE NORMALITY (HISTOGRAM)

The probability plot for the distribution was conducted to test for normality and the results revealed that the samples follow a bell-shaped curve indicating a normal distribution as shown below.



Source: Field survey (2025)

Figure 3: Normal Probability Plot

E. HYPOTHESIS TESTING

Here we will be bringing out the links between the variables of our study. The hypothesis is tested using the Pearson correlation analysis and the simple regression analysis. The first technique we will start with is the correlation analysis before the regression analysis.

H₁: Financial motivation has a substantial effect on the employees' performance of HPSF

H₂: There is a significant impact between Intrinsic motivation and employee performance of HPSF

H₃: There is a significant effect between Recognition and Growth Programs on employee performance of HPSF

H₄: There is a significant effect between Psychological Motivation and employee performance of HPSF

The resulting outputs of the Pearson Moment Correlation revealed that Financial motivation, Intrinsic motivation, Recognition and Growth Programs and Psychological Motivation have significant positive statistical relationships with employees' performance [$\mu = 0.00 < 0.05$; $\beta = 0.283$, $\mu = 0.00 < 0.05$; $\beta = 0.220$, $\mu = 0.00 < 0.05$; $\beta = 0.223$ and $\mu = 0.00 < 0.05$; $\beta = 0.253$ respectively.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.723 ^a	.523	.506	.55725	.523	31.214	2	57	.000

a. Predictors: (Constant), FM_MEAN, PM_MEAN

b. Dependent Variable: EP_MEAN

Source: field survey (2025)

Table 3: Model Summary

The model table above demonstrates that R^2 is 0.523 which means financial motivation influences employee performance of HPSF by 52% this signifies that the dependent variable is been explained by the independent variable by 52% at a level of significance of 1%

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	19.385	2	9.693	31.214	.000 ^b
Residual	17.700	57	.311		
Total	37.085	59			

a. Dependent Variable: EP_MEAN

b. Predictors: (Constant), FM_MEAN, PM_MEAN

Source: field survey (2025)

Table 4: ANOVA Table

From the ANOVA table above, it can be seen that the significance level is 0.000 which is less than the P Value of 0.005. thus this study declines the null hypothesis and concludes that employee motivation has an impact on employee performance.

F. PRESENTATION OF FINDINGS

S/N	Null Hypotheses (H ₀ : $\mu = 0$)	Significance	Decision
H1	Financial motivation has a substantial effect on the employee performance of HPSF	P-Value(.000) < 0.05	Reject the Null Hypothesis and Financial motivation has a substantial effect on employees' performance of HPSF
H2	There is a significant impact between Intrinsic motivation and the employees' performance of HPSF	P-Value(.000) < 0.05	Reject the Null Hypothesis and conclude There is a significant impact between Intrinsic motivation and employee performance of HPSF
H3	There is a significant effect between Recognition and Growth Programs and employee performance of HPSF	P-Value(.000) < 0.05	Reject the Null Hypothesis and conclude There is a significant effect between Recognition and Growth Programs and employee performance of HPSF
H4	There is a significant effect between Psychological Motivation and employee performance of HPSF	P-Value(.000) < 0.05	Reject the Null Hypothesis and conclude There is a significant effect between Psychological Motivation and employee performance of HPSF

Sources: Author 2025

Table 5: Presentation of Findings

V. CONCLUSION AND RECOMMENDATIONS

A. CONCLUSION

The hypothesis testing results, including Pearson correlation and simple regression analysis, provided significant insights into the relationships between employee motivation factors and their performance at HPSF. The

findings confirmed that all four motivational factors financial motivation, intrinsic motivation, recognition and growth programs, and psychological motivation positively influence employee performance. The hypothesis testing revealed statistically significant relationships with p-values less than 0.05 and β coefficients indicating varying degrees of impact: financial motivation ($\beta = 0.283$), intrinsic motivation ($\beta = 0.220$), recognition and growth programs ($\beta = 0.223$), and psychological motivation ($\beta = 0.253$). The regression analysis, which indicated an R^2 value of 0.523, shows that 52% of the variation in employee performance is explained by these motivational factors. The ANOVA table confirmed the statistical significance with an F-value of 31.214 (p-value = 0.000), leading to the rejection of all null hypotheses and confirming the substantial influence of motivation on employee performance. These results align with the theoretical frameworks of motivation, such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and Locke's Goal-Setting Theory, which assert that both intrinsic and extrinsic factors significantly contribute to employee satisfaction and performance.

B. RECOMMENDATION

Based on the findings of this study, several actionable recommendations can be made to enhance employee motivation and performance at HPSF.

- ✓ *Enhance Financial Motivation:* Given the significant impact of financial incentives, it is crucial for HPSF to maintain competitive compensation packages, including salaries, health benefits, and bonuses. Regularly reviewing and updating these incentives will help sustain employee satisfaction and motivation. Additionally, offering retirement benefits and performance-linked rewards could further boost engagement and reduce turnover.
- ✓ *Focus on Career Development and Training Programs:* The study revealed the importance of recognition and growth programs in boosting performance. HPSF should invest in continuous professional development programs and training initiatives. These programs not only enhance employee skills but also provide a sense of career progression, which in turn can motivate employees to perform better and remain committed to the organization. Moreover, creating clear career pathways within the organization can enhance job satisfaction and reduce turnover.
- ✓ *Psychological Motivation through Job Satisfaction:* The psychological aspect of motivation, which includes job satisfaction and emotional engagement, is vital. HPSF should focus on creating a work environment where employees feel valued, supported, and recognized. Psychological motivation can be fostered through feedback systems, team-building activities, and creating opportunities for employees to participate in decision-making processes. Providing a supportive culture where employees feel their contributions are acknowledged can further enhance their performance.
- ✓ *Incorporate Intrinsic Motivation Strategies:* In addition to extrinsic rewards, intrinsic motivation such as fostering a sense of accomplishment, autonomy, and mastery—should

be integrated into the workplace culture. Managers at HPSF should encourage employees to take ownership of their work, challenge them with interesting tasks, and provide opportunities for skill development. This approach will likely enhance their intrinsic satisfaction, leading to greater long-term performance.

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