

# The Role of Motivational Factors on Employees' Performance: The Case of *University of Buea Cameroon*.

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## Abstract

Motivating employees to take action and keeping them committed is crucial to organizational success. Limited focus on motivational factors in the educational sector in Cameroon as compared to other sectors has resulted to enormous teacher shortage which served as catalyst for the study. The welfare of employees is a concern for the majority of organizations, if not all, in the twenty-first century. In order for employees to enjoy their work, have a sense of purpose, take pride in what they do, and perform to their full capacity, management must foster a pleasant working atmosphere. The study investigated the role of motivational factors on employees' performance at the University of Buea (UB). A descriptive research design was employed in the study, while data obtained during the investigation was analyzed utilizing Multiple Correspondence Analyses to construct the scores with the help of Excel 2016 and SPSS Version 20. A convenience sampling technique with the help of structured questionnaires was used for data collection. Questionnaires were randomly administered to 150 respondents. The study's result established that the work condition, payment, promotion, job security and training significantly influenced employee productivity in the University of Buea. This depicts that better management of these factors will lead to an increase in employee performance.

**Keywords:** Motivational Factors, Employees' Performance, Buea University

## Introduction

Dynamics which influence a people's inclination, strength, as well as perseverance in purposeful conduct are known as their motivation. The course that individuals concentrate their attention on is referred to as purpose. People may choose where to focus their effort, as seen by this feeling of effort direction (Boamah, 2014). To put it another way, motivation is goal-oriented. People are encouraged to strive for a variety of goals, such as being on time for work, finishing a job several hours before kickoff, and many others. The degree of effort devoted towards objectives constitutes a vital component in

regards to motivation, labeled intensity. For instance, 2 workers could be directed to complete their job a few hours earlier (direction), however only one of them exerts the necessary amount of effort (intensity) to do so. Moreover, concentration refers to how hard you work to accomplish a task. Similarly, persistence, relates to keeping up the effort over an extended period of phase. Workers persevere till they achieve named objectives or quit prior to doing so. (Aworemi et al., 2011)

Keeping the work force satisfied is core or cornerstone regarding organizational success and growth. Employees' satisfaction is likened to numerous elements, one can point out the aspect of employees' motivation as a leeway to satisfaction and performance thus, it is vital for any institution or organization aiming to be distinct among its kind to assess as well as enhance motivational factors within its operational sphere.

Academic institutions share in the same light as motivated instructors are bound to instill students with knowledge than less motivated ones thus, this study would assess the role of motivational factors on employees performance in the university of Buea and propose meaningful recommendations that would serve as a booster to institutions and researchers willing to investigate further in the same subject matter.

According to Aarabi & Akeel, (2013), staff need motivation because they don't feel particularly inspired to perform. With much inquisitiveness we'd focus on exploring the relationship involving institutional incentive (motivational factors) variables including compensation, along with job stability, advancement, and freedom, a welcoming workplace culture, training, as well as job involvement. As a result, we assess enthusiasm (staff motivation) in light of work productivity. Numerous studies have found that there are both shared as well as unique features in the study of motivation. The goal of this study is to gain a better knowledge of the elements that affect personnel motivation and how they affect work performance in general at Buea University in Cameroon. Our driving force in this study concentrates on investigating the elements influencing workers' motivation. Nevertheless, the study's focus is just on estimating with certitude motivating variables in regards to the University of Buea staff members. Haven investigated the subject of motivation generally in diverse

economies, industries and sectors, our study would address the role of motivational factors in the context of Cameroon and Buea University in particular.

### **Research questions**

Our core research question was; do motivational factors affect employees' performance in the University of Buea?

### **Specific research questions**

Does a payment affect employees' performance in the University of Buea?

Does job security affect employees' performance in the University of Buea?

Does promotion affect employees' performance in the University of Buea?

Does working conditions affect employees' performance in the University of Buea?

Does training affect employees' performance in the University of Buea?

### **Research Objective**

Having embarked to trace the role of motivational factors on employees' performance in the University of Buea, we set some objectives, and our major objective was to evaluate the role of motivational factors on employees' performance in the University of Buea.

### **Specific objectives**

To assess the effect of payment on employees' performance in the University of Buea.

To assess the effect of job security on employees' performance in the University of Buea.

To assess the effect of promotion on employees' performance in the University of Buea.

To assess the effect of working conditions on employees' performance in the University of Buea.

To assess the effect of training on employees' performance in the University of Buea.

This study is significant since it could shed light mostly on motivating elements that hold a significant influence with respect to instructors' performance among public as well as non-state owned institutions (schools). In order to strengthen the educational system, this study may aid in improving the quality of education through enforcement of effective motivational factors capable of boosting staff performance.

The study could also serve as a basis for setting better policies within the education sector in Cameroon; the government would be able to identify boosters in regards to employees' containment and performance drawing from the study results. Another benefit in respect to this study may incline towards researchers seeking more within the area of the study's subject matter.

## Literature Review & Hypothesis Development

### Process theories of motivation

There exist a collection of beliefs (theories) on how to stay inspired in the workplace that look for connections between the environmental conditions that go into enthusiasm (motivation) as well as necessary behaviors to affect those actions. These theories are the equity theory of Adams (1963, 1965) and the Vroom expectancy theory (1964).

Although equity and expectancy theories are complementary concepts in comprehending employees' commitment (motivation) as dynamic capabilities motivational theory, they are frequently shown in isolation as separate and independent viewpoints.

Based on Adams(1963, 1965), his claim was that people have access to a number of interactive and reasoning approaches to lessen the depressive symptoms brought on by feelings of unfairness. Despite Adams claimed that the technique that is also picked will be the most useful, behavioral approach somehow doesn't anticipate whichever one will prove most effective. (Stecher. M. D & Rosse. J. G, 2007)

Adams developed the equity theory as a suitable method for successful monitoring; hence it is yet another crucial strategy for guaranteeing motivation of employees. If the corporate incentive program is genuine, employees are likely to have confidence in it. This approach makes the assumption of individuals desire to somehow be given special or fair treatment and therefore that they frequently assess their accomplishments and incentives in comparison to what others have accomplished.

The expectation theory of 1964 which was the brainchild of Harold Vroom is a psychological development method of incentive (motivation) built on the premise that human beings have great ability in respect to weighing expenses (cost) as well as advantages when deciding between several options. Expectancy theory is thus beneficial in explaining ways human beings choose convenience (utility maximizing) alternatives to lessen feelings on perceived injustice as well as in comprehending implementations regarding procedural theories overall in line with motivation of employees as a whole.

According to Vroom, an individual will indeed be driven to put up a high degree of effort if they feel this would result in some kind of a favorable evaluation (performance appraisal), accompanied with subsequent organizational benefits like bonuses, pay increases, as well as promotions which would subsequently meet individual aspirations. It essentially implies that individuals make decisions that is, becomes motivated by estimating the extent they might gain out of something, whether probably their efforts would result in them earning rewards, but also the amount which different employees in comparable situations had gotten. (Boamah, R. 2014)

### **Maslow Hierarchy of Needs**

There are a collection of beliefs (Theories) on how to motivate individuals in the workplace which place a strong emphasis on the requirements of the personnel themselves. Needs refers to the vital component of survival including wellbeing, and indeed the intensity of human's requirements determines their drive. In 1946, Maslow proposed that there is a hierarchical order of significance which groups people's needs into a variety of categories, which is typically represented by a pyramid. (Wahba & Bridwell 1976)

## **Empirical review**

According to Habanik & Gullerova (2018) every company needs to encourage motivation. Workers are usually eager to increase their productivity, particularly whenever their efforts are valued as well as acknowledged. Therefore, it is really essential for supervisors to be able to inspire its employees, which necessitates understanding the motivational process. Supervisor must understand what drives employees, along with individual demands, passions, ideals, with their goals as well. Different people have different internal and external motivations, but in practice, all personnel really like to serve for expanding companies, get compensated accordingly, as well as the chance to advance their careers.

Based on Seniwoliba & Nchorbono (2013), the ability of a person to perform at work is greatly influenced by incentives. With the absent of incentive, employees might not provide their best effort. Guaranteeing that work is performed by staff is indeed the supervisor's responsibility. Workers empowerment largely is unrelated with the management's engagement. Employee's motivation can help employees to achieve what is required from them by an organization.

## **Elements of employees' motivation**

### **Motivation**

According to Kumari et al., motivation is a strategy which inspires workers to take action in order to accomplished company objectives. Workers inspiration arises from both internal and external causes. External incentives (motivation) are influenced by variables around work environment, whereas internal motivation comes from inside and drives individuals to perform better. Workers who receive generous compensation also believe they are valued by their employer. When company treats workers well and shows appreciation for his or her efforts, the employee will strive as hard as possible and meet his or her goals. Lack of a compensation and encouragement scheme lowers employee satisfaction.

Gachengo & Wekesa (2017) states that incentives (motivation) describes the level of preparedness an institution has to accomplish a certain objective which entails identifying the type with location of said variables causing that level of preparedness. It also has to deal with both the factors which keep

and change the path, nature, and level of behavior. Worker inspiration refers to the multifaceted impulses, demands, and pressures, besides additional systems that initiate and sustain particular behavior aimed at achieving individual objectives.

According to Srivastava & Wekesa (2012) motivation what motivates individuals to exert sincere strength and drive toward something they doing to accomplish.

### **Motivational factors**

According to Gupta & Subramanian (2014) numerous elements constituting motivational factors influence employees' motivation, we chose five elements within these as bases of our study, they include; Salary, job security including Friendly environment, Training and Development together with Promotion.

#### ***Salary***

Payment (money) has indeed been mentioned as a motivating element, according to Gupta & Subramanian (2014). This is frequently regarded as a sign of achievement and connected to ease and safety. Although payment may have a significant influence on staff productivity, management can utilize it as a tactic, which is seen as a benefit. A fundamental tool that needs to be employed in organizations is incentive. Understanding that salaries together with outcomes are directly correlated thus, workers needs to encouragement via pay that is, commensurate toward the work they put into their jobs. Regardless of the other significant variables, earning a good pay constitutes one of the main ones.

#### ***Promotion***

Gupta & Subramanian stated that providing chances along their occupations, granting workers greater duties or even additional powers, promotions are among the important effective strategies of keeping staff engaged. Considering an option to raise the pay remuneration is one way to put it into practice. Promotes aid by placing employees in positions more suited to their skills and provide a means for outstanding employees to advance swiftly.

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### ***Training and development***

Development and training is the process of integrating new professional knowledge with pre-existing knowledge and skills in order to constantly increase staff productivity. Numerous advantages of professional coaching are widely known. Through organizational analysis, performance review, and job evaluation, the first step in coaching must be the identification of the training needs. When it is decided that training is necessary, instruction programs are developed. A set of metrics is developed to monitor the improvements brought about through cooperation.

### ***Friendly environment***

A nice working condition is one of the aspects which affect individuals since it has been demonstrated to possess a significant effect on workers ability to do their jobs in organizations. If they are under pressure, a lot of people are prone to change employment. Workers are more likely to dedicate to doing their responsibilities and obligations properly in a friendly workplace setting. In the same way, appreciation between coworkers as well as management would help to create a positive working atmosphere, serving as a motivator in regards to personnel in workplaces. It therefore implies supervisors should take steps to establish and execute programs that might build a pleasant work environment in order to encourage the employees if the work environment looks stressful. Because of this, management ought to contribute positively to the development of a peaceful environment. By planning activities like rest breaks, anniversary or wedding anniversary celebrations, and holidays, they may generate this kind of mood. These initiatives may serve as a catalyst for employees' motivation.

### ***Job security***

According to scientific research, job security as a motivating influence positively correlates with employee productivity. The investigation found that work safety significantly affects staff productivity and that less job security lowers employee motivation. Gupta & Subramanian studies looking into the consequences of both being employed and losing it show that staff attitudes deteriorate as when they begin to fear losing their jobs. Accordingly, studies on the topic indicate that the stability gives employees great drive and influences various motivational factors.



## Hypothesis

H1: Payment positively and significantly affects employees' performance in the University of Buea

H2: Job security positively and significantly affects employees' performance in the University of Buea

H3: Promotion positively and significantly affects employees' performance in the University of Buea

H4: Working conditions positively and significantly affect employees' performance in the University of Buea

H5: Training positively and significantly affects employees' performance in the University of Buea

## Methodology

The method employed in this work is a descriptive survey, purposely to identify significant links regarding motivational factors and employees' performance at Buea University. The data realized from the field was analyzed by effectively employing (SPSS version 20) to be able to effectively describe current research areas and clearly spell out the reason behind utilization of descriptive research. In order to analyze the relationship involving independent variables (motivational factors) and its effect on the dependent variable (employees' performance), a causal design would be used. Descriptive study focuses on acquiring data in respect to current situations that arise in order to describe but also analyze them. This phase of the research methodology includes accurate analysis, evaluation, comparability, pattern as well as association discovery, which is more than just gathering and summarizing data evidence. (Jolongbayan A., 2019)

## Research strategy

A strategy is crucial in research, it can be considered in a broad sense, as a set of vital plans of action that are used to accomplish an objective. Consequently, one way to think of a research strategy is as a blueprint that describes the manner in which a researcher seeks or intends to approach solving a particular research problem. Your theory and following method selection for gathering and analyzing

data are connected methodologically by this. There are three widely used approaches: mixed methodology, qualitative research, and quantitative research. An important component of the data collecting and processing processes in quantitative research is quantification. The standards and procedures of the instinctual theoretical method as well as positivistic, distinctively have been embedded, along with the fact that it encompasses a perspective that views society as somewhat an exterior, objective truth. This even involves deductive reasoning in respect to intersection of research and theory, with the pronouncement positioned upon this investigation of theories.

### **Source and data collection tools**

In order to navigate successfully through this work, a blend of primary and secondary sources would be consulted. Primary data would be acquired directly from the staff of the said institution (Buea University (UB)) with use of questionnaires that took a form of five point Likert scale ranging from strongly agree to strongly disagree. Vital information from relevant articles would serve as bases for secondary data.

### **Primary sources**

Primary data is described as being evidence which has been independently collected via direct observations, data repositories, the outcomes of surveys and interviews, as well as case studies that have been put together. If information has been obtained based on one's reasoning but also perceived to convey a position that is crucial to that person's unique argument, it is considered primary. The investigator got in touch with both instructors as well as non-teaching employees at (Buea University (UB)) to guarantee the collection of accurate and trustworthy data were gathered. (Sauders & Thomhill, 2009)

### **Secondary data**

Secondary information as utilized in this research work encompasses thoughts gathered from the views of other authors to purposefully and logically incorporate them to realize the study objective. Publications, online searches, papers, and journals were just a few of the independent sources of data that the researcher examined for the work. The researcher was able to understand how essential ideas

have been described as well as quantified by many others, along with how the current study endeavor relates to earlier works, with the use of available secondary information. Referring to information which was also gathered by a person in addition to that of the institution is secondary in nature. The field of study of the most cutting-edge methodology is shown by this data source. Furthermore, it creates a certain type of study vacuum which the researcher must complete. These supplemental sources of information might include both internal as well as external relevant information and could deal with a variety of topics. (Sileyew K. J. 2019)

### **Population**

Haven stated the various faculties and schools making up the University of Buea, our population of target for this work cover just the staff serving within the confines of the seven faculties of the said institution excluding a teacher training arm of the said institution. Prior to the civil war breaking out in the two English-speaking areas of Cameroon, the University of Buea employed three hundred (300) regular as well as two hundred (200) part-time teaching staff members. The adverse effect of the crisis in English regions of Cameroon had its take on educational institution, instructors became instrument of target and those who could not stand the challenging situation migrated to safer regions limiting the staff strength of the said institution to about 200 regular instructors thus the population for this study constitutes current regular staff of Buea University constituting a total of about 200 personnel. Population as specified in a research work is typically described as "all the members of any well-defined class of people, events, or objects." A population is an entire set encompassing persons or item that contains all conceivable inhabitants of that classification. It depicts an exhaustive comprehensive identification technique where every component is touched. The benefit of this idea is that the outcomes are accurate (Salaria, 2012)

### **Sample size**

Selecting respondents from within a mass or larger group known as population, valuable for obtaining information suitable enough to address study requirements by the researcher, is designated as sampling Bhardwaj, P. (2019). This study adopted a sample of 150 respondents constituting permanent staff of Buea University (UB) particularly those serving within the limits of the seven faculties.

### **Sampling technique, justification**

One way to think of the sampling procedure is as a way to collect data from a subset consisting of a unique group (population), such when utilizing survey questionnaires. In comparison, a sample is thought of as a chosen subset of individuals drawn out of a size greater (inhabitants or population) by a researcher in order to gather information and draw an adequate solution. Sampling is the process of selecting a representative size (sample) from the studied mass (population) in order to examine the chosen's characteristics and draw conclusions about the mass in general. Instituting a sample consisting of the personnel at Buea University is one of the sampling techniques used in this study to gauge perspectives. The two main types of sampling probabilistic techniques as well as non-probability methods—must be clearly stated. This research work therefore employed a non-probabilistic method (Cooper and Schindler 2008). With respect to this investigation, a practicable (convenient) as well as comprehensive sampling process was used to collect the sample. The advantages of sampling versus collecting information from across the multiverse are clear. It would be exceedingly difficult to test, examine, and compile replies from targeted participants to searches involving hundreds and thousands of possible data sources. Even if it were possible, however, the cost and other factors needed to complete such a difficult undertaking may limit its success hence, when gathering information from the employees at Buea University, a convenience sample strategy was used.

### **Research instruments**

This study utilized one major research instrument that is questionnaires consisting of close ended questions.

### **Questionnaires**

In order to navigate successfully through this work, a blend of sources were consulted; including primary but also secondary ones. Initial (primary data) was acquired directly from staff of the said institution with use of questionnaires that took a form of five point Likert scale ranging from strongly agree to strongly disagree. Using a defined set of questions that are sent to people or organizations, questionnaires are a sort of survey technique that allows for accurate comparison as well as contrasting various responses. (Trochim, 2006). With appropriate organization, questionnaires may produce very

valuable information, have a significant number of respondents, and guarantee confidentiality, which among other benefits encourages greater truthful as well as open responses unlike, say, consultations (interviews). Hence, prejudice may be lessened. There are several benefits connected with questionnaires, including the possibility of reaching a wide range of people, decreases expenses compared to interviews, but also decreased potential for bias on the other hand, The researcher typically may have no notion if indeed the participants in regards to the questionnaire was intended actually completed it out themselves; in the event of misunderstandings induced either by questionnaire, researchers wouldn't be present to clarify or clarify the doubt; there's not much freedom on the side of the respondents to present his\her personal viewpoint in an event of any problem; but also questionnaires, like some of the other instruments for collecting data, have some drawbacks. For instance, they are inappropriate in respect to participants with inadequate reading skills, and blurred vision. However, with successful organization plus execution, questionnaires might improve participation rates which may be relatively low. Conscription bias may occur in the absence of thorough preparation for the administration of questionnaires. (Marshall, 2005). The Questionnaire employed in this research study was structured in several sections the primary segment (section A) consisting information regarding population of concern (Buea University staff) while the subsequent section (section B - F) took into account employees' motivation influences (independent variable), aspects regarding employees' performance which is the dependable variable of our study were addressed in the last section (section G). The research instrument (questionnaire) utilized for this study was therefore structured into three (3) areas including subsections in a five (5) point Likert scale format.

### **Variables on which data is gathered including measurements**

The primary variables making up this research work and as well setting a core or solid foundation on which this study is built include; motivational factors (independent variable) as well as employees' performance which is the dependable variable. The explanation of the independent variable was simplified by five (5) associate elements, that is, working conditions together with job security, training, including payment and promotion. Our area of focus was therefore backed by the works of (Boamah,

2014), (Aworemi et al., 2011), (Aarabi & Akeel, 2013), (Stecher. M. D & Rosse. J. G, 2007), (Habanik & Gullerova, 2018), (Seniwoliba & Nchorbono, 2013), (Kumari et al., 2021), and (Re'em, Y., 2011). Assessing a parameter involves identifying the identifiers or scales of measurement as well as choosing multiple paradigms of a feature in the scenario under study. Taking into consideration the scales that are utilized to appraise the indicators are represented by the paradigms in respect to this situation. Therefore, this properly articulates the scope in regards to this survey work as well as how measurements were employed to realize it. The ordinal together with nominal, including the range, and ratio scales are among the 4 important ones that are available with regard data measurement. In order to measure qualitative research, we can utilize nominal and regular scales, while ratios as well as interval measures are used to assess quantitative data. Given that Likert scale is by nature ordinary, this study uses an ordinary scale. To find any ceilings, restrictions, or flaws in the research tool, it is crucial to do a pretest of the data collection instruments (questionnaire). Before beginning data collecting, this enables the study instrument to be revised. To eliminate contradiction in language as well as in evaluation, we pre-test our research instrument to gauge how well participants understood the questions. To achieve this purpose, our measurement tool (questionnaire) was pre-tested on eight chosen members of the Buea University personnel whose' comments were pivotal, in regards to instrument appraisal

Based on Taherdoost, (2016) the extent that an academic investigator accurately assesses whatever they were attempting to investigate is the definition of validity in characterization. Instrumentation validity is thus defined as the ability to assess whatever the tool is designed to assess. Have we assessed what we embark to asses or planned to investigate, summarize the term validity. In essence, validity specifies effectiveness of the tool (questionnaire) from the perspective of acquiring data suitable for realizing the investigator's objective. The (instrument) questionnaire's soundness was increased by the advisor's inspections as well as recommendations. Using eight participants picked at random from the overall populace, the survey equipment was pre-tested prior to administration of questionnaires for obtaining field data.

## Results & Findings

This chapter is going to focus on presentation and analysis of the finding of the study. Descriptive statistics as well as relationship (correlation) assessment connecting the variables are used to show as well as analyze the data respectively. According to the precise study aims and assumptions (hypothesis) outlined in the first chapter, findings are reported and discussed as they are examined. The opinions of respondents will be presented by frequency tables, pie and bar charts. A total of 150(one hundred fifty) questionnaires were administered 144 (one hundred and forty four) questionnaires realized 140(one hundred and forty) questionnaires were suitable for analysis, giving a response rate of 93.3%

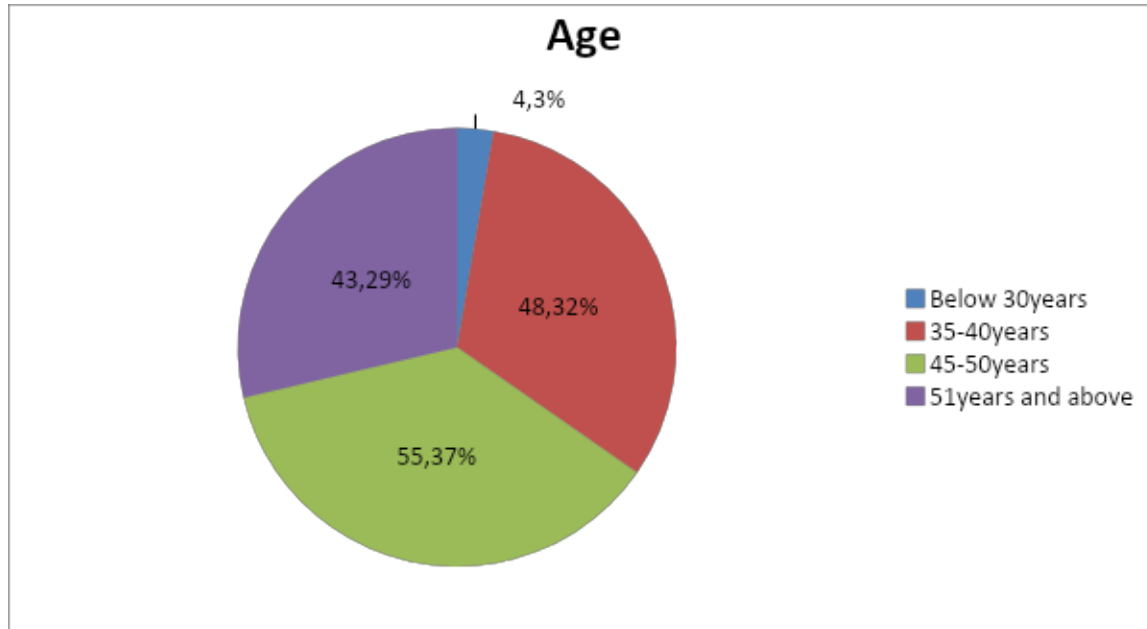
### Demographic Characteristics of Respondents

**Table 1 4.1:** Distribution of respondent by gender

Gender	Frequency	Percentage
Male	98	70
Female	42	30
<b>Total</b>	<b>140</b>	<b>100</b>

***Source:** Computed by author, field data 2023*

The findings showed that the majority of the respondents 98(70%) were men and the remaining 42(30%) were females. The institution was made of more male staff than female staff.



**Figure 5 4.1:** Dissemination of respondent according to age

Source: *Computed by author, field data 2023*

Based on the revelation as illustrated in the preceding figure 4(3%) of the respondents were below 30 years, 48(32%) of the respondents were within the age range of 35-40 years, 55(36%) were in the age range 45-50 years making up the majority of the population, and finally 55(29%) was occupied by those falling within 51 age range.

**Table 4.2:** Distribution of respondent by work nature

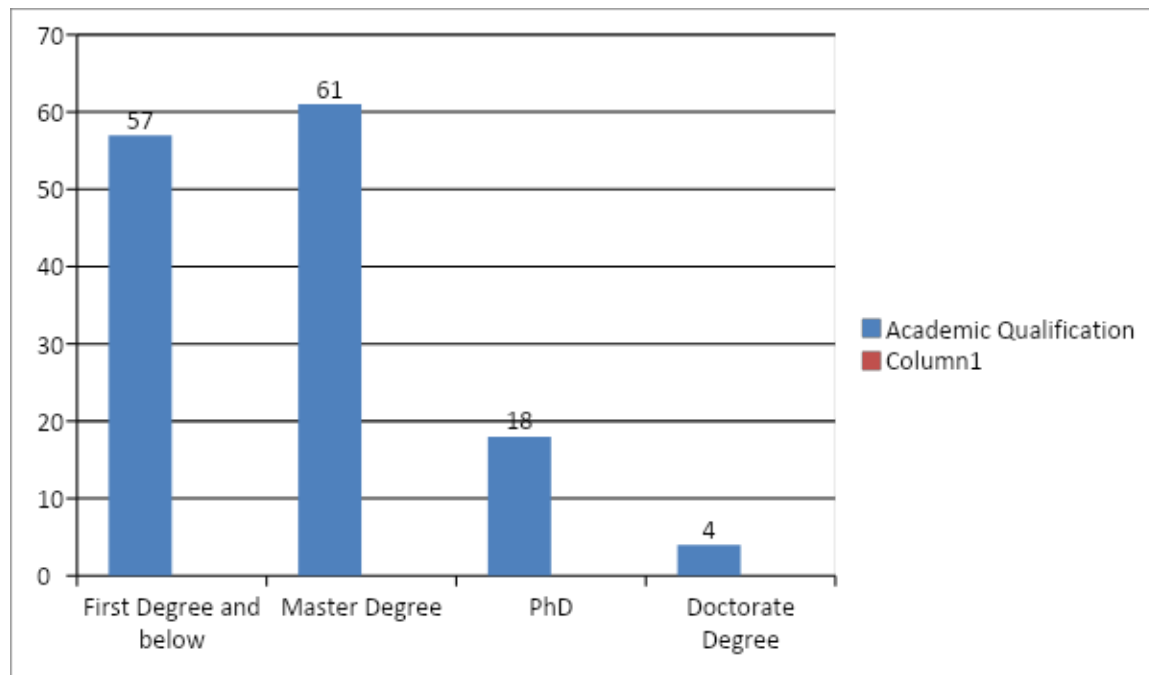
Job Nature	Frequency	Percentage
Lecturer	54	38.57
Administrator	15	10.71
Security	31	22.14



Others	40	28.57
<b>Total</b>	<b>140</b>	<b>100</b>

*Source; author's data 2023*

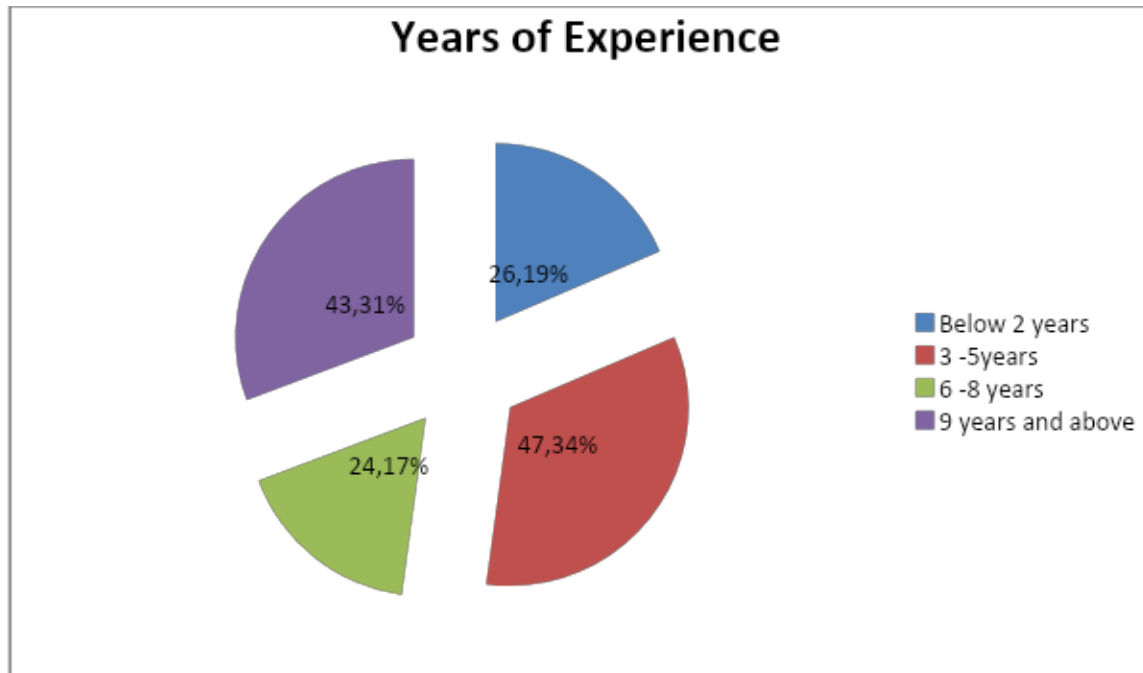
Our findings identified that considerably 54(38.57%) respondents were lecturers making up majority of the respondents, followed by 40(28.57%) Others who were cooking staff, documentation staff and many others, 31(22.14%) were security personnel and finally 15(10.71%) were Administrators.



**Figure 4.4:** Dissemination of respondent by academic qualification

**Source:** Derived from author's field data 2023

Similarly as revealed in presiding figure above 61(43.57%) of contributors, education backing happen to be a master degree, afterwards 57(40.7%) indicated first degree as their uppermost educational achievement and below, 18(12.86%) had PhD as highest qualification and finally 4(2.86%) had a Doctorate Degree as their highest qualification.



**Figure 7 4.3:** Distribution of respondent by academic qualification

**Source:** *Computed by author, field data (2023)*

From the data collected 26(19%) have worked for 2 years and below, 47(33%) had worked for 3-5 years, 24(17%) had worked for 6-8 years and 47(33%) had worked for 9 years and above. Almost fifty percent of employees had a minimum of six years in regards to experience. Allocating these individuals was due to the fact that, because of their competence, they had extensive understanding on the topic in question.

### Reliability test

To determine the validity in regards to this investigation's tools in light with autonomous as well as reliant variables, the researcher conducted pilot test.

Cronbach alpha coefficient has been established for autonomous or explanatory variable "The impact of motivation on employees' performance" which is studied through five (5) dimensions.

According to the study's outcome, job security had a Cronbach Alpha coefficient of 0.768, while training had a Cronbach Alpha coefficient of 0.854, in the same light; working conditions revealed a significant coefficient of 0.814. Whereas 0.874 was realized for promotion, finally, a cronbach coefficient of 0.891 was recorded in regards to payment. According to Cronbach (1951), all the variables had cronbach alpha coefficients that were higher than the cutoff point of 0.7, rendering the instruments dependable for the study.

For the dependent variable, employee productivity, which was examined using nine items, a cronbach alpha coefficient was also calculated. Nine questions were used to study the variable "Employee Performance". On them, we ran internal consistency analysis, and our results were adequate. Considering 0.7 as adequately representing the "appropriate" cutoff, thus a significant cronbach coefficient of 0.912 was realized

### **Index construction: outcome from multiple correspondence analysis**

Considering the indiscriminate character with respect to instrument utilized to create the indexes, several correspondence analyses are performed to create six indexes. The 6 indexes derived employing MCA. Two axes have been established in regards to the six indices, according to the MCA results. There were two dimensions with combined principle inertia of 0.016754, whose influence is calculated at 80.5%, while the first dimension with 0.008742 principal inertia influence 19.5% in regards to Work condition Index. Thus, the Working Condition index is predicted from two dimensions. Payment index, Training Index, Job security, promotion and employee performance were also constructed with two dimensions.

The findings reveal that there is considerable variety in the values of the working condition index, with the mean value being 0.089281 and the standard deviation being 1.072033. The range of training index values is 0.083369 to 1.317359. Additionally, the Job Security mean is 0.112018, recording a standard deviation of 1.456921 as well as a minimum value of 0.034245 to 1.345623, maximum value. Finally, the mean and standard deviation of Employee Satisfaction index, Payment index, Job Security was also conducted.

In order to assess whether there is multicollinearity in the model, we did a correlation analysis in regard to the estimate of the model parameters to see if there is substantial correlation among independent variables. Pairwise correlation pairwise correlation for different variables is shown in Table 4.13.

### **Pairwise Correlation Matrix**

The Pearson correlation test is to show how related the variables are to each other and how correct the independent variables can be used to explain the dependent variable. It is used in this study to show how Job Security, Payment, Promotion, Training, and working conditions are related to each other and the degree to which they influence employee satisfaction. Findings show that there is a significant connection between the independent variables, with all correlation coefficients over 0.6. Therefore, it was necessary to conduct a multicollinearity test in order to confirm that the model is free of multicollinearity. Furthermore, the illustration of VIF, that is, variance inflation factor outcome in regards to multicollinearity.

Variance Inflation Factor and Tolerance was used by the researcher to confirm the existence of multicollinearity. A tolerance number around 1 indicates little multicollinearity, whereas a tolerance value near 0 indicates potential danger from multicollinearity. The VIF demonstrates how much multicollinearity is inflating the variance of coefficient estimation. Theoretically, a VIF of between 5 and 10 is ideal. According to the study's findings, multicollinearity among explanatory variables is not a concern. The corresponding regression coefficients are therefore accurately assessed and trustworthy.

A total of 150 (one hundred fifty) questionnaires were administered 144 (one hundred and forty four) questionnaires realized 140 (one hundred and forty) questionnaires were suitable for analysis, giving a response rate of 93.3%.

Data analysis results revealed that the work condition index's coefficient is favorably 0.16841, indicating a favorable influence of a good work condition on employees' performance at the University of Buea thus an increase in work condition for a unity for instance, would trigger a rise in Work condition index by 0.16841 units every other thing remained the same, at a significant level of 1% as the probability value (0.004). Thus there is a significant effect of work conditions on employee performance in the University of Buea.

Similarly, promotion showed that promotion's coefficient index was revealed to be 0.207241, which indicates that work promotion favorably correlates with workers' productivity. Accordingly, a one-unit rise in the employee performance index will, otherwise equal, result in a 0.207241-unit increase in the promotion index. It should be highlighted that this result has statistical significance because the probability value of the variable (0.004) is less than 0.1. Promotion has a favorable, considerable impact on staff performance at the University of Buea.

Additional 0.157225 is the Training Index Coefficient. Accordingly, a one-unit rise in respect to training index will result in a 0.157225-unit rise in staff member's Performance Index, other things being equal. It should be highlighted that this result has statistical significance because the estimated likelihood (probability value) given by the variable (0.002) is below the threshold of 0.1. In the University of Buea, training has a favorable, considerable impact on staff performance.

Additionally, the job security index coefficient is 0.260147. Accordingly, a one-unit rise in regards to Job Security Index will, otherwise unchanged, result in a 0.260147-unit increase in the Employee Performance Index. As the estimated likelihood with respect to the variable (0.000) is less than 0.1, it

should be highlighted that this result is statistically significant. As a result, job security has a favorable, considerable impact on staff performance at the University of Buea.

Last but not least, the Payment index coefficient is 0.102145. Accordingly, a one-unit rise in the Payment Index will result in a 0.102145-unit increase in the Employee Performance Index, other things being equal. It should be highlighted that this result has statistical significance because the estimated likelihood (probability value) of the variable (0.001) is below 0.1. As a result, the University of Buea has observed a favorable, substantial influence of payment on employee performance.

Regarding the reliability of the findings, the modified R square value demonstrates that a fluctuation in the entire model's variables together, may account for as much as 52 percent of the variation in the employee performance index. Additionally, the likelihood of the Fischer statistic ( $\text{Prob} > F = 0.000$ ) is less than 1%, making the model globally significant at 1%. Thus, work condition, payment, training, promotion, job security in the University of Buea jointly and significantly explain employees' performance, As a result, there is a considerable connection between employee performance and motivational elements

## Discussions

Based on OLS estimation for Work Conditions, the results indicate that there exist a substantial as well favorable impact of work Conditions on employees' productivity in the University of Buea. This outcome is consistent with a priori expectations therefore allows for acceptance of the study's initial hypothesis, which says that work conditions significantly affects employee productivity in university of Buea. This study is in line with that of Boroujeni & Hosseinipour, (2020) who found out work environments had a positive moderating effect on the relationship between comfort and productivity.

Also the estimation from OLS above shows that Promotion significantly influences employees' Performance in the University of Buea. The results are consistent with the findings obtained by Malik, Danish, and Munir (2012), who conducted an empirical investigation into the effects of compensation and career advancement on employees' performance in Pakistani institutions of higher learning. They concluded that promotion had a positive and substantial impact on employee performance. This outcome supports the second hypothesis and is consistent with a priori expectations.

In line with the prior expectation the results indicate that there is a positive and significant effect of training on employee performance in the University of Buea. This result permits us to accept hypothesis three of our study which states that training significantly affects employees' Productivity in university of Buea. The results are in alignment with the findings reported by Guest (2016), who investigated the effects of training and development initiatives on employees' performance and discovered that instruction and job expansion significantly improve students' understanding, aptitude, and capability, which in turn boosts staff performance at work.

In line with the prior expectation the results indicate that there is a positive and significant effect of payment on employee performance in the University of Buea. This result permits us to accept the fourth hypothesis of the study which states that payment significantly affects employees' Productivity in university of Buea,. The findings are in agreement with those of Rizwan et al (2010) who found out from his study that reward is the most important element to eliminate employees for paying their best efforts to generate the innovation and the new ideas increase the company performance financially and non-financially.

Finally the results indicated that there is a positive and significant effect of job security on employee performance in the University of Buea. This result permits us to accept the fifth hypothesis of the study which states that payment significantly affects employees' Productivity in university of Buea; the findings are in agreement with those of the research piloted on job stability, motivation, as well as performance of librarians in Ghana's public universities conducted by Lamptey, Lamptey, and Atwini in 2013. According to the survey, most librarians in Ghana's public universities have high levels of

motivation, which have a favorable impact on the majority of them. That is, both internal and extrinsic motivational elements for librarians at Ghana's public universities.

## Conclusions

The core objective of this study was to investigate the extent to which motivation influences employee performance in the University of Buea. Descriptive statistics with the aid of charts and tables of frequencies and percentages were used to analyze the data. Results from this methodological approach indicate that there is a positive and significant effect of work conditions, job security, payment, training and promotion on employee performance. Conclusively, there is a significant effect of motivation on employee performance.

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