

The Effectiveness of Motivation on Employee Performance at the Parliament Office of Guyana

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Abstract

This research examines the effectiveness of employee motivation on job performance within the Parliament Office of Guyana. The sample is 111 staff across 11 departments, of all levels – upper, middle and lower-level management as well as lower than lower-level management. Emanating from senior management meetings was the issue of dwindling employee performance which may be owing to the need for motivation. As such, this study endeavours to identify the factors of motivation which may be needed and whether those factors influence the job performance of employees. A purposive sampling method was employed, with questionnaires distributed to all 123 employees, the entire employee population. The pre-tested questionnaire includes 15 closed-ended questions capturing demographics, factors of motivation and effects. The analysis of the data collected was analysed with SPSS version. The results of the findings showed that monetary factors such as allowances, stipends, bonuses, and annual increments dominated in influencing job performance while an insignificant number of employees are self-motivated or influenced by intrinsic factors. Non-monetary factors such as working conditions, opportunities for personal growth, job interest, and social prestige, have influenced performance in a smaller magnitude. The study also showed that the factors of motivation influenced dedication, productivity, initiative, efficiency, and work quality. A significant number of respondents testified to being more engaged and effective when motivated. Nevertheless, punctuality was not influenced. In conclusion, both monetary and non-monetary factors of motivation influence employee performance at the Parliament Office of Guyana.

Keywords: *Effectiveness, Employee Performance, Motivation, Monetary, Non-Monetary.*

Introduction

The Parliament Office is the Secretariat of the Parliament of Guyana. It is equipped with 123 staff (as of September 2024) functioning in 11 different departments. Of the 123 employees, 13 are in upper-level management, 30 in middle-level management, 34 in lower-level management and 46 are within the category of lower than lower-level management. The various Heads of Departments in upper-level management and some in the middle-level management are engaged in formal meetings to discuss, *inter alia*, the goals of the Parliament Office, objectives of individual Departments, successes

and failures, and bottlenecks to efficiency and effectiveness.

It was highlighted in the meetings aforementioned that employee performance was dwindling in many departments. As a result, the Parliament Office, as a whole, was unable to meet the needs of Members of Parliament and the general public on time. It was also causing undue stress for supervisors and managers.

In exploring the reasons for the noticeable reduction in employee performance, managers highlighted that employees may need motivation since there was an evident lack of some of the factors of motivation in the

Parliament Office. The Heads relayed that the staff under their supervision conveyed that the main reason for them performing less than expected is the lack of motivation to complete tasks. Therefore, the researcher focused this study on whether staff motivation impacts the performance of workers at the Parliament Office of Guyana.

Purpose of the Research

It is in the context of the discussions of senior management meetings that the researcher was stimulated to undertake the study on staff motivation and its effects on job performance within the Parliament Office.

The aim of the study is to determine whether there is motivation in the Parliament Office, and, if present, how the factors of that motivation influences job performance. It is hoped that the analysis will aid in managers understanding the impact of motivation on their employees and undertake actions to aid in their motivation and enhanced performance within their limits and resources available.

Rationale of the Research

This study was never conducted and adds to the general literature as well as specifically on parliamentary job performance as it relates to job motivation.

According to the literature, motivation is a driving force behind an action. It can be grouped into intrinsic or extrinsic motivation. Job performance, simply put, is how well persons function on the job to achieve set goals. In essence, the study is concerned with what factors influence employees' behaviours towards achieving set goals and objectives. This will bring forth understanding on how to get the best results from a motivated workforce.

Aims and Objectives

This research's primary objective is to determine the factors of motivation which exists among employees of the Parliament Office of Guyana. This informs the following objectives:

1. To determine the level of motivation which exists in the Parliament Office of Guyana.
2. To determine factors of motivation among employees in the Parliament Office of Guyana.
3. To analyse the influence of those factors on job performance of employees in the Parliament Office of Guyana.

Research Questions

This research is centred on the effects motivation has on employee performance of varying categories of workers of the Parliament Office of Guyana. It will showcase whether the employees think they need motivation or not, the factors which motivate them (whether monetary or non-monetary), and the effects those factors have on them. The research questions were designed to elicit that information while highlighting other variables for comparison among the levels of workers.

The research is specific to parliamentary workers. The literature does not show a similar study for this grouping, even though it is extensive on motivation and employee performance.

1. **RQ1:** Are employees at the Parliament Office of Guyana motivated?

This question reveals whether the employees of the Parliament of Guyana possess motivation, and whether they need motivation. It will prove whether the assumption of the senior managers that employees of the Parliament Office need motivation has merit.

2. **RQ2:** What are the factors of motivation of employees at the Parliament Office of Guyana?

This question brings to the fore the monetary and non-monetary factors which motivate the staff of the Parliament Office of Guyana. Those factors are either intrinsic or extrinsic and will assist in recognising what factors should emphasis be placed on.

3. Does motivation influence performance of employees at the Parliament Office of Guyana?

This question critically examines the influence or effect of the factors of motivation on the performance of workers at the Parliament Office of Guyana.

Significance of the Study

A plethora of studies exist on the effects of motivation on job performance of employees in various generally and in various sectors such as banking, education and mining. However, the literature is deficient as it regards parliamentary workers.

Parliaments serve their Members of Parliament who are part of Government to make laws for their countries. It is important for the employees to perform at their best at all times to ensure the smooth running of the country and that the citizens can benefit from parliamentary discussions and decisions. Those decisions help shape the country's socio-economic life.

In light of the abovementioned, the study is significant to the literature to fill the vacuum on parliamentary studies in this regard. It would also impact the performance of the Parliament Office of Guyana.

Scope and Limitations of the Study

This qualitative study is centred on particularly the employees of the Parliament Office of Guyana and was conducted from January 2024 to September 2025.

The limitations experienced were time constraints, respondents not responding properly because they needed explanations to understand the topic, and non-return of 12 questionnaires.

The scope of the research covers all levels of management. Other research typically focused on middle level management. They failed to capture all levels of staff in the organisation. Additionally, the studies did not capture Parliaments. However, this paper is focused on employees of Parliament.

Future studies can now be on other Parliaments to compare the results of these studies.

Review of Literature

Introduction

Motivation is a widely studied topic among theorists, and many have put forward their definitions and explanations. Colman described motivation as "A driving force or forces responsible for the initiation, persistence, direction, and vigour of goal-directed behaviour" [1].

Luthans gave the following definition of motivation: "a process that starts with a physiological or psychological deficiency or need that activates behaviour or a drive that is aimed at a goal or incentive" [2].

Noteworthy, though, are Maslow and Herzberg's theories, which have influenced the majority of studies on motivation. They provided explanations on drivers of motivation, which were placed into two groups (even if not named so specifically by all) - intrinsic and extrinsic factors [2]. Intrinsic factors are as the prefix "in" describes. Those are the internal drivers, factors within individuals, while extrinsic factors are outside drivers or forces in the environment.

From a managerial perspective, Motivation refers to the means used by managers to encourage workers to be productive [2]. Therefore, motivation in management is what causes employees to perform their duties efficiently and effectively. Workers who are sufficiently driven to fulfill their duties are geared towards being more productive and more involved, which results in not only their accomplishment, but the accomplishment of their managers [2]. In keeping with this view, it is critical that organisations fulfill the needs of their staff in a manner which is positive, and they will be motivated [3]. It is premised by many theorists in this study that motivation boosts employee performance.

In management research, clarifying the concepts that are effective in the organizational activities of the employees can guide the organizational policies. Intrinsic factors of motivation are whatever feelings that are linked to the work assigned to employees [2]. Contrastly, employees' extrinsic motivation stems from achievements of doing the work [2]. These types of motivation are also solidified in modern research, as seen in a study conducted on The Role of Intrinsic and Extrinsic Motivational Factors in Enhancing Job Performance Among Internal Auditors in Local Government Institutions [4].

Maslow's Hierarchy of Needs Theory

Maslow explained that motivation stems from people's desire to fulfill different levels of needs. People are driven to satisfy lower-level needs (physiological needs) which are food, water, shelter, and security, and then progress to be motivated by higher-level needs, for example self-actualisation [2], as was theorised by Maslow. According to Maslow, the desires of humans are based on what they already possess; they would want to achieve more based on this premise [5]. When needs are unsatisfied, that drives people to act in a certain manner [6]. Maslow associated his needs theory with employee motivation which is critical in employers and even employees having a comprehensive view of what motivates them to perform [3].

The hierarchy of needs encompasses physiological needs, security needs, belongingness needs, esteem needs and self-actualisation needs [6]. Physiological needs are those for survival such as food, water and shelter; security needs are those for physical safety, stability and emotional solidity; belongingness needs regard a sense of belonging in relationships and communities; esteem needs are concerned with receiving respect of others and respecting one's self; and the top of the hierarchy are self-actualization

needs which concern reaching one's potential, being the best one can be [6].

Maslow's theory was premised on the assumption that human actions are driven by their needs [2]. Once those needs are satisfied, they are no longer drivers, but, once not satisfied, they are motivators; needs are ordered from bottom to top in a pyramid; and that the needs at a higher level only come into play when the lower-level need is achieved. This position is endorsed by other researchers, noting that economic needs trump the intrinsic factors of motivation [4].

On the contrary to Maslow's linear view of needs being achieved in an order from bottom to top, Kaufman's Sailboat Method redesigns the needs theory and promulgates that needs are not linear or in a hierarchy, but are actually interlinked [7]. In essence, needs do not have to be achieved separately before fulfilling another above it in a pyramid.

Herzberg's Theory

Herzberg, on the other hand, did not place motivators into needs categories and in a pyramid. Instead, he promulgated two types of factors that influence workers' attitudes and performance - motivators and hygiene [2]. Motivators are intrinsic whereas hygienes are extrinsic. Herzberg theorised that motivators are of importance for workers' performance to be enhanced [2]. Herzberg's theory states that these motivators or intrinsic factors will spur inner growth and development, which will result in enhanced job performance [2]. Regarding the intrinsic factors, a systematic review study on the applicability of Herzberg's Theory in the various workplaces of the 21st century showed that of paramountcy to job satisfaction are the nature of the work, recognition and achievement [8]. To solidify this postulation, the results of a study of hotel workers showed that there is a positive relationship between motivation and job satisfaction, which ultimately results in heightened employee performance [9].

Extrinsic factors influence willingness to work, but motivators determine the quality of the tasks performed [2].

Herzberg called his theory the Two-factor Theory of Motivation where examples of motivators are personal growth, recognition, feeling of achievement, *et cetera* [2]. Examples of hygiene factors (extrinsic) are organisational policies, job conditions, *et cetera* [2]. In this theory, Herzberg focused on work activities and the nature of one's job in relation to motivation and job performance [5]. Herzberg's theory premised that the motivators and hygienes can operate simultaneously, resulting in workers being satisfied and dissatisfied simultaneously [10]. On the established notion that satisfaction motivates workers and positively impacts performance, Herzberg's Two-factor Theory has roots in Maslow's Hierarchy of Needs Theory of Motivation. However, Herzberg places Maslow's needs into hygienes and motivators. Herzberg's theory posits that performance is as a result of feelings, namely achievement, advancement and growth, which serve as motivators [6].

These intrinsic and extrinsic factors also play a role in motivating employees to continue to function in their job roles [11]. Nevertheless, when comparing the two, extrinsic motivation takes precedence over intrinsic motivation, even though both go hand in hand [12].

Factors Explained

Herzberg's motivators were explained by some researchers. Regarding achievement, a worker completing a task before deadline with exceptional reviews will feel satisfied whereas a worker who does not complete and who is not praised will not because the satisfaction may decrease [6]. On the recognition factor, high recognition for great work will increase satisfaction and no recognition or criticism will decrease satisfaction [6].

Let us look at the work itself as a factor. This has to do with how the worker perceives the job (whether hard or simple, monotonous or piques

interest) [6]. Responsibility as a motivating factor concerns the level of independence in decision-making and executing one's initiative [6]. The higher the autonomy, the better the performance and satisfaction [6]. Advancement factor is regarding perceptions about promotion, whether it is attainable [6]. If a worker perceived to be in line for promotion is not and someone else receives it instead, that worker will not be satisfied. On the other hand, if an employee receives an expected promotion, that employee will be satisfied. The possibility of growth factor follows the same principle as promotion. If the possibility exists, there will be satisfaction and vice versa. The negative sometimes is as a result of the employee reaching his or her pinnacle of advancement on the job [6].

A study was conducted on "the effect of motivation on employee performance in the Public Middle Level Technical Training Institutions in Kenya" [6]. Using a descriptive method with questionnaire and interview being the modes of data collection, the authors found that the majority of workers in Public Middle Level Technical Training Institutions in Kenya, being qualified with diplomas and degrees, are dissatisfied with their salaries and the work environment [6].

A study was conducted on the factors influencing job satisfaction and motivation among workers in the Hindu Kush Himalayan region of Pakistan, surveying 362 workers and interviewing 15 village elders [13]. The study revealed that low wages lowered job satisfaction, while adequate training, timely funding for projects, prompt salary payments, and strong cooperation from stakeholders positively impacted job satisfaction [13]. This study proves that all factors (whether intrinsic or extrinsic) influences job performance in one way or the other. Another factor which showed directly positive relationship to job satisfaction were respectful treatment by forest department staff [13]. On the other hand, financial struggles, poor communication, and a lack of

educational programmes lowered job satisfaction [13].

Relationship between Motivation and Job Performance

Regardless of whose theory is employed, motivation is a determinant of performance for both Maslow and Herzberg. There is a direct relationship between motivation and employee performance [14]. Research unveiled that the level of an employee's motivation determines that employee's level of performance [6]. Therefore, employers or top management should dedicate their energies towards motivating their employees. Motivated employees will be the ones who will be successful and make the organisation achieve its goals and more [15].

Studies proved that intrinsic factors of motivation have a positive relation with job performance [6]. A study on employee performance in public audit institutions in Kenya exhibited that motivation is critical for the sustainability of organisations since motivated employees are the driving force behind the success of institutions [6].

The study, which utilised correlation analysis to decipher the effect of motivation on employee performance, proved that there is a direct relationship between motivation and job performance [6]. As the level of motivation rises, so does employee performance in public middle level technical training institutions in Kenya [6]. Therefore, when employers increase their workers' motivation, their performance will increase. This is important for employers to understand. The study proved that, like Herzberg stated, the employees who received no recognition or feedback following completion of their tasks had low levels of motivation [6]. They then insisted on higher wages and improved work arrangements [6].

Research on the effect of motivation on employees' performance in the Alvan Ikoku Federal College of Education (AIFCE), *via* questionnaire collection of data, proved that

there is a very important relationship between employee motivation and employee performance [16]. As a result, the study confirms others [6] and recommended that employee motivation must be important to management because, once employee motivation is correctly carried out, employers will not have to endure negative attitudes to work from workers [16].

A study on the "Impact of Employees motivation on organization effectiveness" showed results which were in keeping with other research [6, 16]. The study showed that there is a positive relationship between staff motivation and workplace success [16]. The authors therefore drew the conclusion that organisations should employ the actions of recognition and empowering workers while involving them in decision-making and implementation of those decisions within the workplace [16].

Other researchers in the field conducted a study on "Employee motivation and work performance: A comparative study of mining company in Ghana" [16]. The results showed that because mining is a high-risk job, management focused heavily on both intrinsic and extrinsic motivation of employees, particularly to do with health and safety [16].

Herzberg proffered some of those intrinsic and extrinsic factors. In that vein, a study on the "Determinants of employee motivation and its impact on knowledge transfer and job satisfaction" drew the conclusion that both extrinsic and intrinsic motivation are critical for the effective functioning of workers [16]. This is reinforced in a study on "The Role of Intrinsic and Extrinsic Motivation in Improving Employee Performance" which noted that both intrinsic and extrinsic factors have an intertwined role in boosting employee performance [17]. However, as was aforementioned, Herzberg called the extrinsic factors *hygienes* and put forward that they have no bearing on motivation.

The study, “Factors affecting employees motivation in banking sector of Pakistan” [18], agreed with that both extrinsic and intrinsic factors play a role in employee motivation [16]. In fact, it was found that there is a positive correlation between both extrinsic and intrinsic factors and workers’ motivation with emphasis on the role of leadership [16]. The type of leadership in any organisation can influence workers’ motivation. A study on “The role of leadership in employee motivation”, with specific focus on autocratic and transformational leadership styles, discovered that where there was transformational leadership, there were effective workers [19]. Continuing along the extrinsic path, the study, “Motivation in the workplace to improve the employees’ performance”, also agreed that issues of employee motivation relate directly to employers’ leadership styles [16]. To bolster this position, a study on the “Influence of Intrinsic and Extrinsic Motivation and Employees’ Job Satisfaction in the Local Government: A Case of Kamwenge District, Uganda” recommended the employment of both intrinsic and extrinsic factors of motivation in order to efficiently accomplish their set targets [20].

A study “to explore the effect of motivation on employee performance in Hormuud Company in Mogadishu Somalia” examined the factors which influence motivation - monetary rewards, job enrichment and training [15]. The study found that monetary rewards and job enrichment as a form of motivation positively effected workers’ performance in a major way [15]. While training has a positive effect on performance, it was not as significant. In conclusion, workers’ motivation impacts their performance at Hormuud Company in Mogadishu Somalia [15]. Therefore, in elevating employees’ motivation, employees’ performance will be enhance [15]. The study also revealed that the employees who received no recognition for their effective execution of tasks or feedback on those tasks were

insignificantly motivated. It is then prudent for management to recognise and give feedback to their employees for effective performance.

Methodology

Population and Sampling

The population of the study is 123 employees from the Parliament Office. Sampling is defined as “the process of choosing a sample of a population from an individual or a large group for a certain type of research objective [21]”. In this research, the entire study population makes up the sample. Purposive sampling technique was used with the aim of a census to capture all employees at the upper, middle, lower and lower-lower levels because they are all relevant. This sampling type is employed when the researcher recognises the relevance of the sample to the study [21]. Therefore, the findings of the research are relevant.

Upper level means senior management staff, the middle level means supervisors, the lower level are the line workers below the supervisors and the lower-lower level means maintenance and cleaning staff, and others on that level.

Data Collection Instrument

Data collection methods and tools are “the techniques and tools used in research to collect various data which are processed quantitatively or qualitatively, then arranged systematically [22]”. The researcher undertook a descriptive, analytical approach. To achieve this, the researcher utilised questionnaires to gather data directly from the employees of the Parliament Office of Guyana, which was analysed with Statistical Package for the Social Sciences (SPSS 20).

The questionnaire produces direct responses, provides great response rate with anonymity and is not costly to administer. The questionnaire was created and administered by the Researcher. It contained 15 closed ended questions to garner demographics such as age, gender, *et cetera*, and the actual factors of

motivation and the result of their influence, in keeping with the research questions. Following distribution, the questionnaires were retrieved in one week.

The information from the SPSS was explained with reference to the demographic questions for an understanding of how motivation affects different groups. This method was more appropriate since the questionnaires provide anonymity and information which can be easily and quickly analysed.

The Head of the Parliament Office, the Clerk of the National Assembly, has given permission for the study to be conducted.

For the questionnaires to possess a high standard of validity and reliability, they were tested on a small group of staff who identified ambiguities which were corrected. The amended final questionnaires were then distributed.

Results

Table 1. Level of Occupation of the Respondents

		Frequency	Percent	Valid Percent
Valid	Below lower management	40	36.0	36.0
	Lower Management	41	36.9	36.9
	Middle Management	23	20.7	20.7
	Upper Management	7	6.3	6.3
	Total	111	100.0	100.0

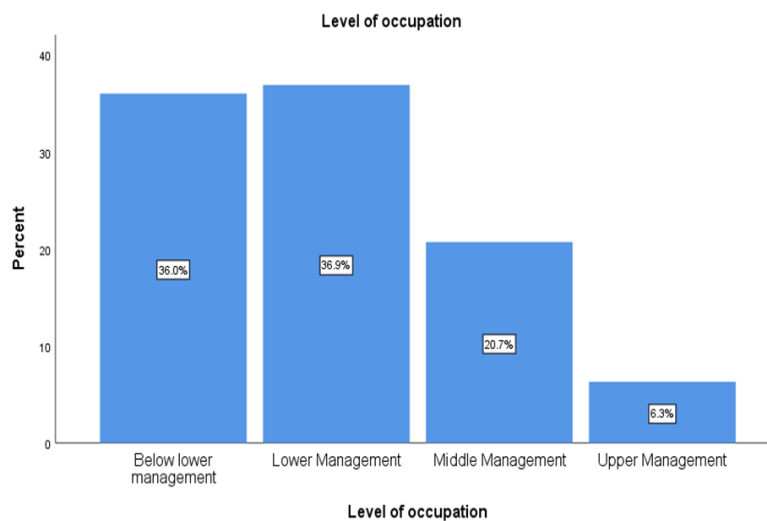


Figure 1. Level of Occupation of the Respondents

Table 1 and Figure 1 show respondents' level of seniority in the management structure of the organisation. Based on the findings, a significant proportion of respondents were in the lower strata of management. There were 36% of the respondents in lower management

and 36.9% below lower management. Further, 20.7% of the respondents were classified as middle management and the remaining 6.3% are part of upper management. It is seen that motivation is needed at all levels.

Table 2. Level of Performance of the Respondents

		Frequency	Percent	Valid Percent
Valid	Moderate	28	25.2	25.2
	poor	1	.9	.9

	Successful	51	45.9	45.9
	Very successful	31	27.9	27.9
	Total	111	100.0	100.0

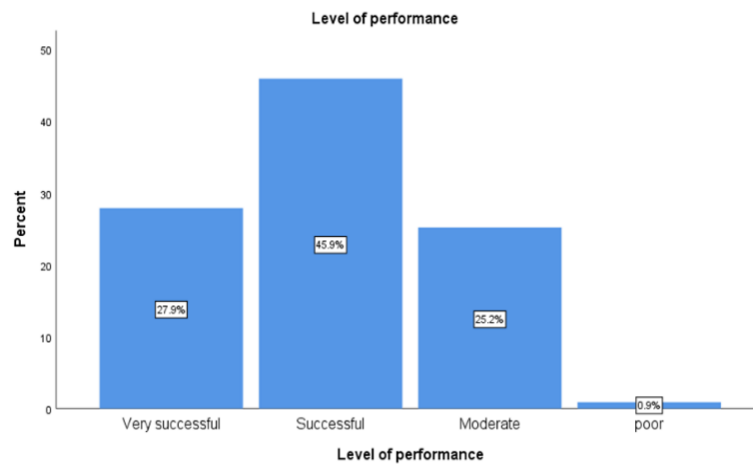


Figure 2. Level of Performance of the Respondents

Respondents were also asked to self-report how successful they perceived themselves to be at their jobs: 45.9% perceived themselves to be successful and a further 27.9% described their performance as very successful; 25.2% considered themselves to be moderately successful at their jobs, while 0.9% described

their performance as poor. These results are captured in Table 2 and Figure 2. While the majority of staff consider themselves to be successful, they still indicated that motivation is needed. That motivation can lead to all being very successful.

Table 3. Respondents who need Motivation

		Frequency	Percent	Valid Percent
Valid	No	26	23.4	23.4
	Yes	85	76.6	76.6
	Total	111	100.0	100.0

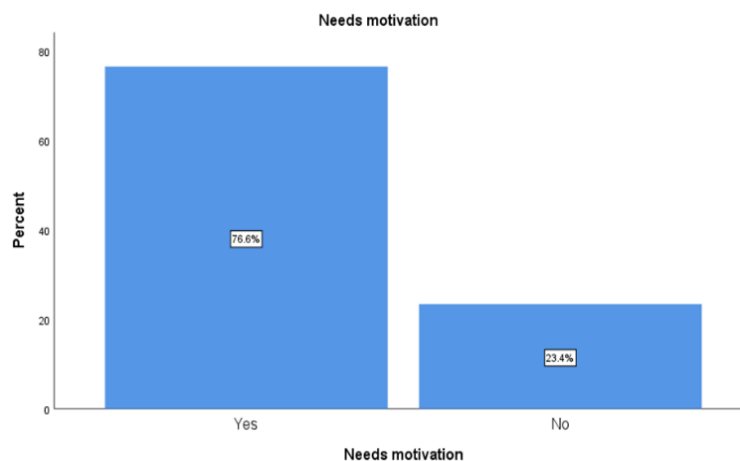


Figure 3. Respondents who need Motivation

Table 3 and figure 3 depict that 76.6% of the respondents need motivation while the

remaining 23.4% did not feel that they needed motivation.

Table 4. Type of Motivation needed by the Respondents

		Frequency	Percent	Valid Percent
Valid	Monetary	75	67.6	88.2
	Non-monetary	10	9.0	11.8
	Total	85	76.6	100.0
Missing	999	26	23.4	
Total		111	100.0	

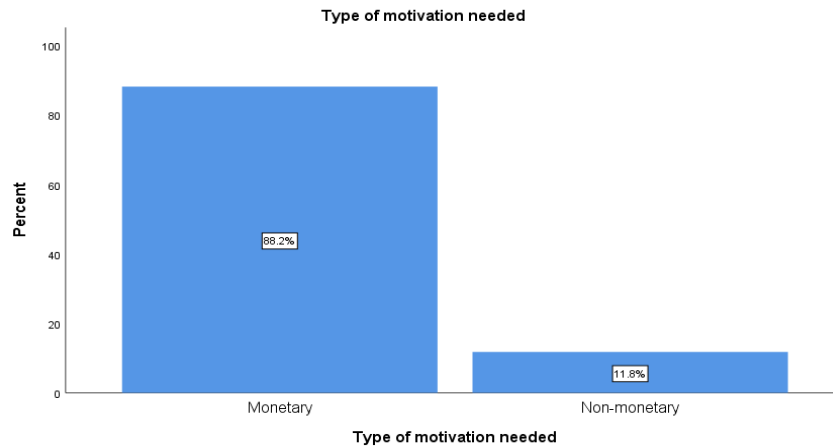


Figure 4. Type of Motivation needed by the Respondents

Table 4 and Figure 4 reveal that, among the respondents that require motivation, 88.2% require monetary means of motivation, while 11.8% have a preference for non-monetary

forms of motivation. It is safe to say that monetary is needed because of the demographics of the employees, among other factors such as what money can do.

Table 5. Reason Motivation is not needed by Respondents

		Frequency	Percent	Valid Percent
Valid	Love for my job	10	9.0	38.5
	Self motivator	16	14.4	61.5
	Total	26	23.4	100.0
Missing	999	85	76.6	
Total		111	100.0	

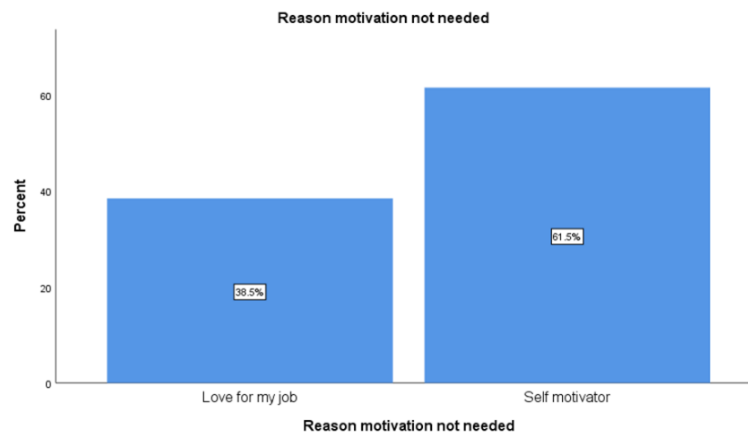


Figure 5. Reason Motivation is not needed by the Respondents

Table 5 and Figure 5, on the other hand, show that, among respondents who did not feel that they require motivation to perform their job, 61.5% attributed this to being self-motivated while the remaining 38.5% felt that it was a

result of love for their jobs. Therefore, intrinsic factors also play a role in motivating employees. Both monetary and non-monetary factors can motivate employees.

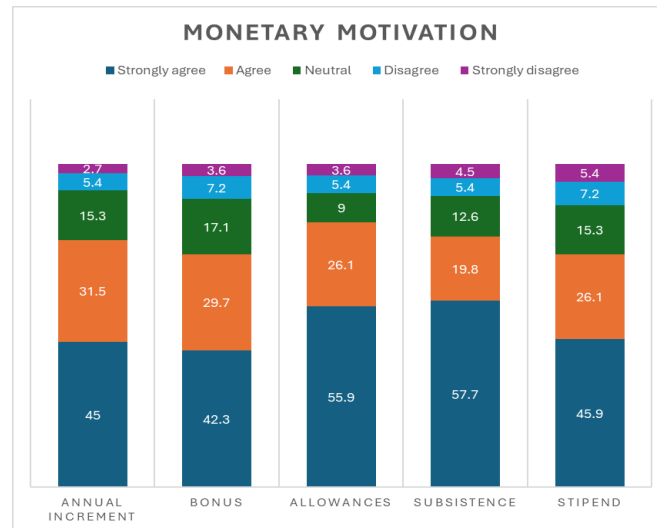


Figure 6. Summary of Monetary Motivation of the Respondents

Figure 6 demonstrates that respondents to the survey were given five forms of monetary incentives and asked, on five-point Likert-scale, to what extent those incentives served as motivators. As shown in Figure 6, the highest proportion of survey respondents were motivated by these incentives. Notably, allowances and subsistence had the highest proportion of strongly agree responses - 55.9%

and 57.7% respectively, followed by stipend which received 45.9%, annual increment 45% and bonus 42.3%. In all cases, less than 12% of respondents disagreed or strongly disagreed that these incentives motivated them in their jobs. Subsistence and allowances would need to be increased since they mainly motivate workers who need monetary motivation to perform to their best.

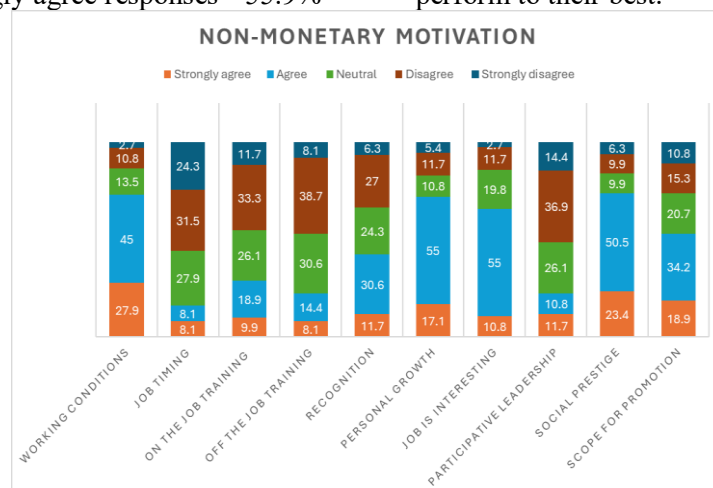


Figure 7. Summary of Non-monetary Motivation of the Respondents

Similarly, figure 7 illustrates that respondents were presented with a list of non-monetary incentives and asked to what extent

those incentives served as motivators in their jobs. In figure 20, of the incentives presented, working conditions, personal growth, the job is

interesting, and social prestige, had the highest percentage of respondents agreeing or strongly agreeing that these served as positive motivators in their jobs. On the contrary, job timing, on the job and off the job training, and participative leadership had the lowest level of

positive responses from the respondents to the survey.

Impact of Motivation on Job Performance

Table 6. Dedication of Respondents to Work

		Frequency	Percent	Valid Percent
Valid	Agree	46	41.4	41.4
	Disagree	4	3.6	3.6
	Neutral	14	12.6	12.6
	Strongly Agree	45	40.5	40.5
	Strongly Disagree	2	1.8	1.8
	Total	111	100.0	100.0

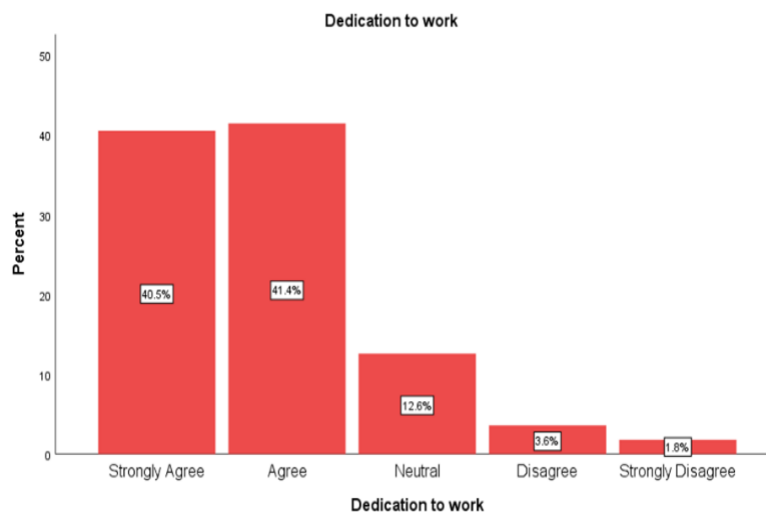


Figure 8. Dedication of Respondents to Work

Table 6 and figure 8 demonstrate the impact of motivation on employees' dedication to work. A whopping 40.5% and 41.4%, respectively, strongly agree and agree that motivation impacts their dedication to work;

12.6% of them are neutral, while 3.6% and 1.8%, respectively, disagree and strongly disagree. It is clear that motivation also impacts dedication to work.

Table 7. Increases Productivity of the Respondents

		Frequency	Percent	Valid Percent
Valid	Agree	43	38.7	38.7
	Disagree	8	7.2	7.2
	Neutral	14	12.6	12.6
	Strongly Agree	43	38.7	38.7
	Strongly Disagree	3	2.7	2.7
	Total	111	100.0	100.0

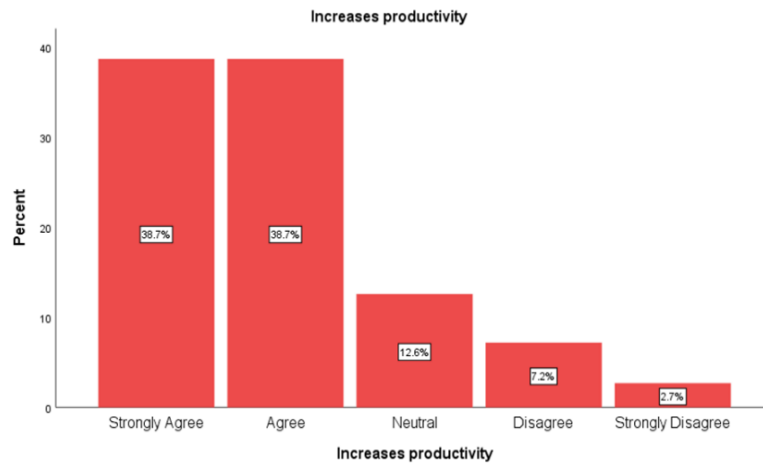


Figure 9. Increases Productivity of the Respondents

Table 7 and figure 9 show that 38.7% of the respondents strongly agree that motivation increases their productivity. Another 38.7% agree, 12.6% of the respondents are neutral,

7.2% disagree and 2.7% strongly disagree. Motivation impacts the productivity of majority of the workers.

Table 8. More interesting Work of the Respondents

		Frequency	Percent	Valid Percent
Valid	Agree	46	41.4	41.4
	Disagree	9	8.1	8.1
	Neutral	21	18.9	18.9
	Strongly Agree	32	28.8	28.8
	Strongly Disagree	3	2.7	2.7
	Total	111	100.0	100.0

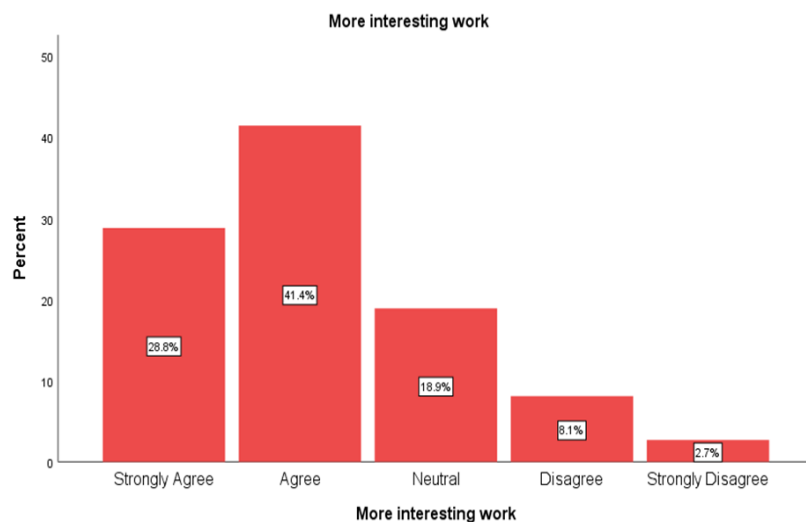


Figure 10. More Interesting Work of the Respondents

Table 8 and figure 10 depict that 41.4% of the respondents agree that motivation makes the work more interesting to them. The response "strongly agree" received 28.8%, neutral

18.9%, disagree 8.1% and strongly disagree 2.7%. While a smaller number of the affirmative responses were those who strongly agree, the significant percentage agree, and

that translates into the understanding that motivation positively impacts the workers being more interested in their work.

Table 9. Knowledge Gaining of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	32	28.8	28.8	28.8
	Disagree	10	9.0	9.0	37.8
	Neutral	35	31.5	31.5	69.4
	Strongly Agree	32	28.8	28.8	98.2
	Strongly Disagree	2	1.8	1.8	100.0
	Total	111	100.0	100.0	

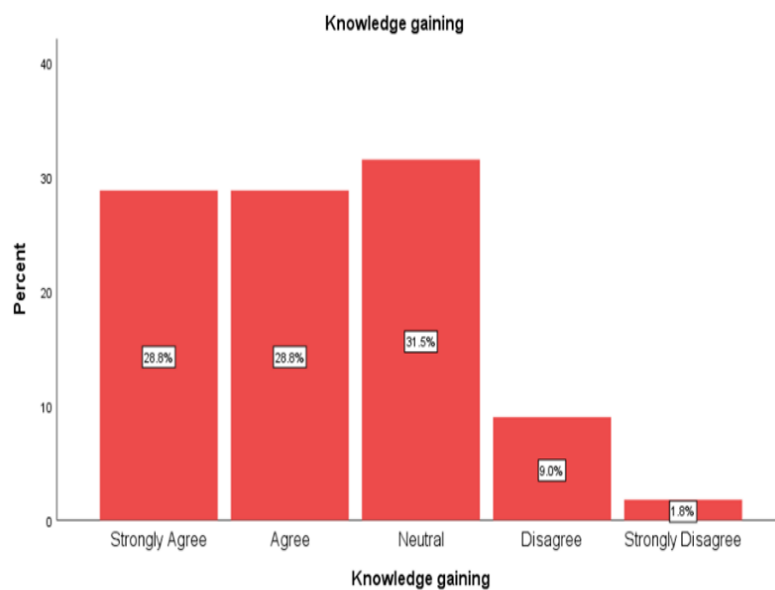


Figure 11. Knowledge Gaining of the Respondents

Table 9 and figure 11 show that 31.5% of the respondents are neutral regarding whether motivation impacts their knowledge gaining. The positive responses strongly agree and agree

received 28.8% each; disagree received 9% and strongly disagree 1.8%. While motivation impacts knowledge gaining, it is not the greatest impact.

Table 10. Respondents Work faster

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	44	39.6	39.6	39.6
	Disagree	9	8.1	8.1	47.7
	Neutral	26	23.4	23.4	71.2
	Strongly Agree	29	26.1	26.1	97.3
	Strongly Disagree	3	2.7	2.7	100.0
	Total	111	100.0	100.0	

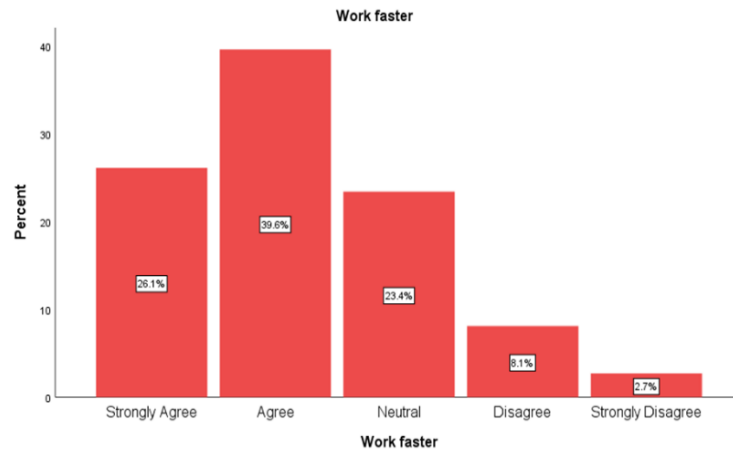


Figure 12. Respondents Work Faster

Table 10 and figure 12 illustrate that a significant 39.6% of respondents agree that motivation makes them work faster. Coming in second is “strongly agree” with 26.1%.

Respondents also chose neutral, disagree and strongly disagree, with 23.4%, 8.1% and 2.7% respectively. Therefore, it can be deduced that motivation makes workers work faster.

Table 11. Use of Initiative of Respondents

		Frequency	Percent	Valid Percent
Valid	Agree	40	36.0	36.0
	Disagree	18	16.2	16.2
	Neutral	17	15.3	15.3
	Strongly Agree	34	30.6	30.6
	Strongly Disagree	2	1.8	1.8
	Total	111	100.0	100.0

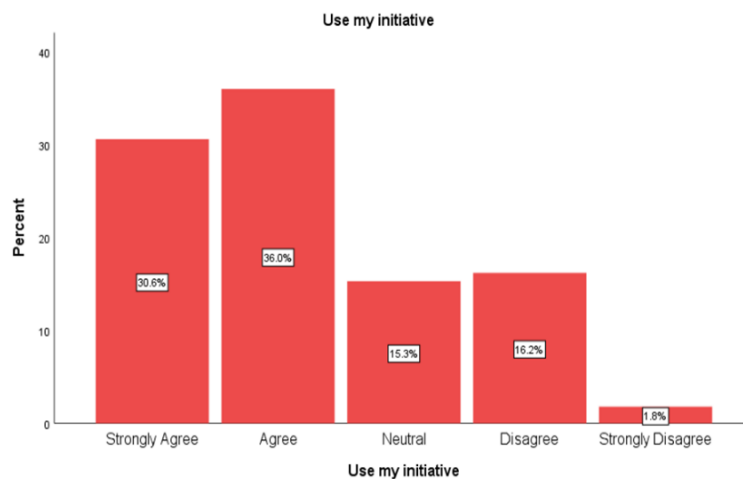


Figure 13. Use of Initiative of Respondents

Table 11 and figure 13 reflect that 36% and 30.6% agree and strongly agree that motivation enables them to use their initiative; 15.3% of the respondents were neutral, 16.2% disagree and 1.8% strongly disagree. While some

employees did not believe that motivation makes them use their initiative, motivation can impact an employee using his or her initiative, as affirmed by 66.6% of the respondents.

Table 12. Respondents Work Beyond Time

		Frequency	Percent	Valid Percent
Valid	Agree	43	38.7	38.7
	Disagree	18	16.2	16.2
	Neutral	17	15.3	15.3
	Strongly Agree	32	28.8	28.8
	Strongly Disagree	1	.9	.9
	Total	111	100.0	100.0

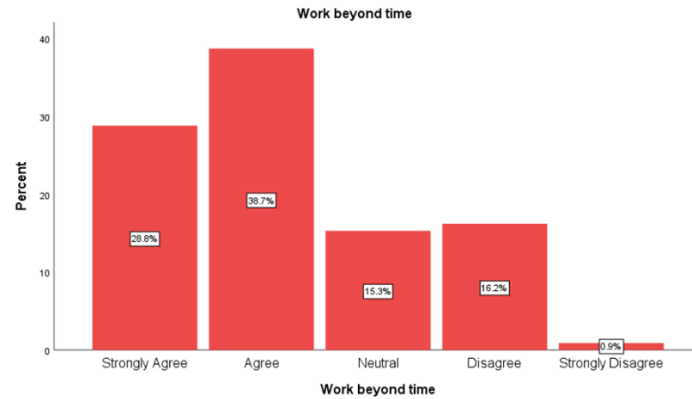
**Figure 14.** Respondents Work Beyond Time

Table 12 and figure 14 depict that 38.7% of the respondents agree that motivation makes them work beyond time, 28.8% agree, 15.3% were neutral, 16.2% disagree, and 0.9% strongly

disagree. Therefore, the overwhelming affirmative responses clearly show that motivated workers go beyond the usual working hours to complete work.

Table 13. Produce Higher Quality by Respondents

		Frequency	Percent	Valid Percent
Valid	Agree	53	47.7	47.7
	Disagree	8	7.2	7.2
	Neutral	17	15.3	15.3
	Strongly Agree	29	26.1	26.1
	Strongly Disagree	4	3.6	3.6
	Total	111	100.0	100.0

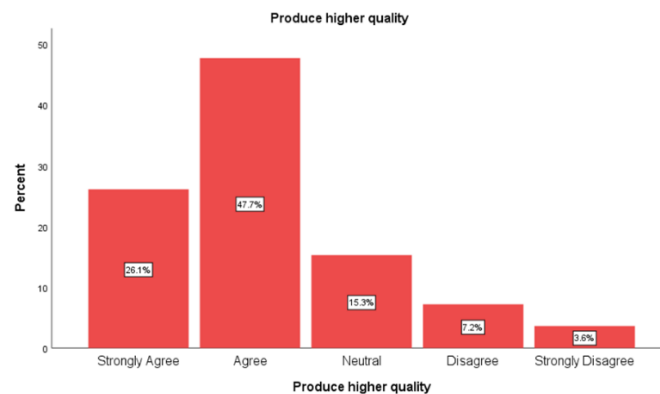
**Figure 15.** Respondents Produce Higher Quality

Table 13 and figure 15 demonstrate that the majority of respondents, which is 47.7%, agree that they produce higher quality when motivated; 26.1% strongly agree; 15.3% are

neutral; 7.2% disagree and 3.6% strongly disagree. Motivation also impacts the workers' quality of work.

Table 14. Respondents show up on Time

		Frequency	Percent	Valid Percent
Valid	Agree	18	16.2	16.2
	Disagree	39	35.1	35.1
	Neutral	27	24.3	24.3
	Strongly Agree	15	13.5	13.5
	Strongly Disagree	12	10.8	10.8
	Total	111	100.0	100.0

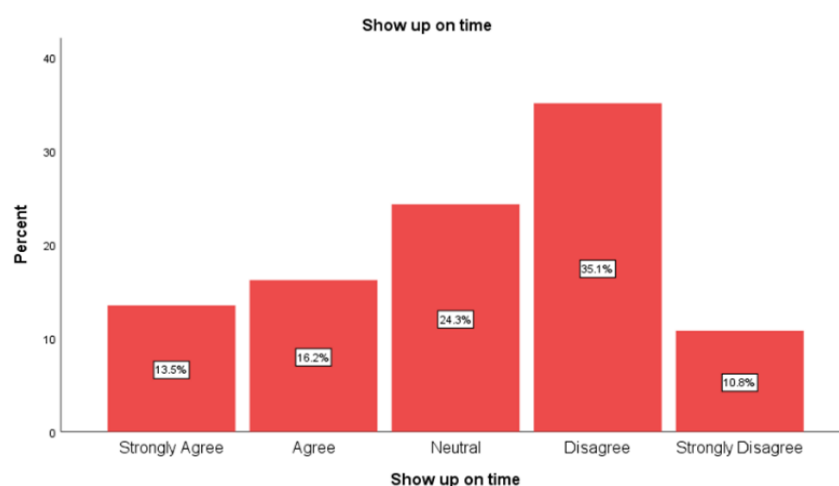


Figure 15. Respondents show up on Time

Table 14 and figure 15 demonstrate that, using the Likert five-point scale, respondents were also asked to indicate the impact of the factors of motivation on their performance. In this regard, the highest proportion of respondents strongly agreed that their dedication to work (40.5%) is impacted. In addition, a high proportion of the respondents strongly agreed that there is increased productivity (38.7%). Increased productivity was also popular in respondents who agreed (38.7%) that the factors of motivation increase their productivity. On the positive side of the scale, strongly agree and agree combined received the highest proportion of responses: more interested in work (41.4%), knowledge gaining (28.8% strongly agreed and agreed respectively), work faster (26.1% strongly agreed and 39.6% agreed), use initiative (36%

strongly agreed and agreed respectively), work beyond time (28.8% strongly agreed and 38.7% agreed), and produce higher quality (26.1% strongly agreed and 47.7% agreed). On the contrary, motivation did not result in respondents showing up to work on time; 35.1% disagreed and 24.3% were neutral.

Discussions

The ensuing paragraphs explain the findings of this study. The findings are from the questionnaire which was used to gather information. The demographics of age, ender, *et cetera*, were analysed, and the factors of motivation and whether they impact employee performance in the Parliament Office. The paper first examines the factors and then the way they impact performance.

Factors of Motivation

The majority of the staff indicated on their questionnaire that they are motivated by monetary factors while a few are not. Those in the latter are either self-motivated or just have a love for their job. On the other hand, the respondents influenced by monetary motivation have shown that allowances, subsistence, stipend, annual increment and bonus are all factors which positively influence their performance (see figures 6 and 7). It is therefore apt to believe that employers should seek all avenues of rewarding employees monetarily to ensure maximum performance. Only a meagre 12% of respondents disagreed or strongly disagreed that these incentives motivated them in their jobs (see figure 6). This tells the story that more monetary than non-monetary means are needed. However, the non-monetary factors of motivation cannot be ignored for a holistic approach.

Nevertheless, the respondents indicated which non-monetary factors would influence their performance. Ranking highly in the positive front were working conditions, personal growth, the job is interesting, and social prestige (see figure 7); these served as positive motivators in workers' jobs. Therefore, those are the factors employers should place emphasis on. On the contrary, job timing, on-the-job and off-the-job training, and participative leadership had the lowest level of positive responses from the respondents to the survey (see figure 7). So those factors are not the important factors which motivate staff at the Parliament Office of Guyana.

Impact of Motivation on Performance

It is clear that monetary and non-monetary factors of motivation impact workers' performance at the Parliament Office of Guyana (see figures 6 and 7). The impacts given on the questionnaire which saw popular responses are dedication to work, increased productivity, more interested in work, knowledge gaining, work faster, use initiative,

work beyond time, and produce higher quality (see tables 6 to 14 and figures 8 to 15). The only listed impact not agreed to was showing up to work on time (see table 14 and figure 15).

It was observed by the researcher that employees of the Parliament Office were not performing to their best. This observation was shared in a meeting the researcher was part of and thereafter observed as well. It was therefore apt to determine whether employees were motivated, by what and the impact.

The results of this research will add to the literature on motivation and employee performance, more particularly that of the secretariat of the legislative branch of government. In fact, no studies on motivation and employee performance were found to have been conducted on workers in the parliamentary setting. This may be the first of its kind and the basis for more research on the machinery which drives the legislature in many countries. The legislature is a critical arm of Government, since its main function is to make laws.

Many scholars have written on motivation and employee performance, but this research addresses the gap in research on the said topic with the population being staff of the Parliament Office of Guyana.

The research revealed that more than three-quarters of the employees of the Parliament Office require motivation. It was also disclosed that these employees required more monetary motivation in the form of incentives, bonuses, et cetera, rather than non-monetary incentives.

It is clear from the discussion that the factors of motivation do influence the workers' performance levels. Therefore, it would be prudent for employees to utilise this study to improve the performance of the workers at the Parliament Office of Guyana.

Conclusion

The study undertook to determine the effectiveness of motivation on employee performance within the Parliament Office of Guyana. The study brought life to the issues

highlighted by management in their meetings that employees needed motivation, which is the reason for their dwindling performance.

It was evident that both intrinsic and extrinsic factors of motivation have an effect on employees' job performance. However, the extrinsic factors (monetary factors) such as allowances, bonuses, stipend, *et cetera*, were the major players in influencing employee performance. Although not significant, intrinsic factors such as recognition, feedback, among others showed up as influencing some of the employees' performance, confirming Herzberg's theory that intrinsic factors influence motivation and play a significant role in employee performance.

The evidence reveals that motivation has a direct impact on employee performance at the Parliament Office of Guyana. Therefore, management must place emphasis on the means of motivation which affect their workers and their performance. They cannot ignore the intrinsic factors, even though they were insignificant in number of employees. Both intrinsic and extrinsic motivational strategies should be implemented to boost employee performance. Particular emphasis must be placed on monetary factors and positive working conditions.

Notably, this study contributed to the literature on employee performance, but specifically in parliamentary institutions. Future studies can be done for comparisons and assistance in other institutions to boost performance, if needed.

To conclude, to enhance employee performance within the Parliament Office of Guyana, management must implement

motivational strategies to better serve the Members of Parliament and the general public.

Conflict of Interest

The researcher is a senior management officer within the Parliament Office of Guyana. Therefore, some respondents are directly and indirectly supervised by her, which may have influenced their responses. Another influencing factor may be the very amicable relationship shared between the researcher and some of the staff.

With scope for promotion, it can be viewed that the researcher exercised bias in arriving at a particular outcome. However, the results disprove this bias since it was proven that the employees of the Parliament Office lack motivation to efficiently and effectively perform their duties.

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