

The Effect of Motivation on Employee Performance: A Case of Gambia Ports Authority in The Gambia

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Research aim: This study aimed to assess the influence of motivation on employee performance within the Gambia Ports Authority (GPA).

Design/Method/Approach: A descriptive survey design was employed, utilizing structured questionnaires to gather primary data. The study employed simple random sampling to select participants. Statistical analysis was conducted using SPSS software, including reliability testing via Cronbach's Alpha, Pearson's correlation, and multiple regression analysis to test hypotheses.

Research Finding: The research highlights the significant impact of various motivational factors on employee performance within GPA. Training, organizational prioritization, and investment in development programs were found to positively influence performance (89.10%). Additionally, positive working conditions (81.70%), employee recognition (79.90%), and delegation of responsibility (74.90%) were identified as crucial contributors to an optimal work environment. The study also underscores the motivating effects of salary, bonuses, and benefits, emphasizing the importance of compensation structures. Moreover, positive relationships with superiors, peer dynamics, and effective management styles were recognized as pivotal in driving employee performance and organizational success.

Theoretical contribution/Originality: This study contributes to the understanding of the relationship between motivation and employee performance, specifically within the context of GPA. It emphasizes the importance of various motivational factors and their impact on organizational outcomes.

Practitioner/Policy implication: The findings suggest the necessity for GPA to implement a comprehensive strategy addressing motivational factors to cultivate a highly productive workforce. Recommendations include conducting a thorough assessment of the current motivational landscape within the organization to identify challenges and barriers hindering high motivation levels.

Research limitation: One limitation of this study is its focus on GPA, which may limit the generalizability of findings to other organizational contexts. Additionally, reliance on self-reported data through questionnaires may introduce response bias.

Keywords: Motivation, Employee performance, Gambia Ports Authority (GPA), Training, Organizational prioritization

Introduction

The fundamental link between motivation and employee performance has been a perennial subject of scholarly interest, especially in the context of organizational management. In this vein, this article delves into the critical issue of understanding the impact of motivation on the performance of employees, with a specific focus on the Gambia Ports Authority. Exploring the nexus between motivation and employee performance at the Gambia Ports Authority is imperative, as it not only addresses the specific needs of this organization but also

contributes to the broader discourse on human resource management. The Gambia Ports Authority is the country's gateway and source of revenue for the state. However, in recent times, the performance of the institutions drops provoking a government's reach to sign a performance contract to boost the productivity of the ports and makes it more competitive in the region. By examining the existing phenomena within the Gambia Ports Authority, we can unearth insights that are not only beneficial for organizational stakeholders but also applicable to similar contexts globally. This research seeks to unravel the complexities surrounding employee motivation and its direct implications on performance, offering valuable insights for organizational leaders, human resource practitioners, and scholars alike.

Previous research has extensively explored the intricate relationship between motivation and employee performance, revealing a wealth of knowledge that forms the foundation for our investigation. Numerous studies in the broader field of organizational behavior and human resource management have underscored the pivotal role of motivation in shaping individual and collective workplace outcomes. Research by Locke and Latham (2002) demonstrated a significant positive correlation between motivation and goal-setting, highlighting the direct impact of motivation on task performance. Despite the wealth of research in this domain, a noticeable research gap exists concerning the specific context of the Gambia Ports Authority. While global studies provide valuable insights, the unique organizational culture, industry dynamics, and socio-economic factors in the Gambia necessitate a more tailored examination of the effect of motivation on employee performance within this specific setting. The need for a localized investigation is underscored by the understanding that organizational environments vary, and what may be effective in one context might require nuanced consideration in another.

Additionally, a study conducted by Maslow (1943) identified a hierarchical structure of human needs, emphasizing that motivation is closely tied to the fulfillment of these needs. This foundational theory has influenced various aspects of motivation research. However, a research gap persists in applying such theories within the context of the Gambia Ports Authority, where cultural and organizational nuances may shape employees' needs and motivational triggers differently. As such, there is a pressing need to bridge this gap by examining the applicability and effectiveness of established motivation theories within the specific operational landscape of the Gambia Ports Authority. Addressing this research gap is essential for tailoring motivational strategies that resonate with the unique attributes of the organization, ultimately optimizing employee performance and organizational outcomes. Maslow's theory of hierarchy can be a useful tool in determining the various kinds of rewards that are effective for employee motivation. The goal is to view each employee as an individual and to convey to the manager that employees' needs occasionally change (Butkus & Green, 1999).

A study of a few insurance companies in Nigeria reveals a significant correlation between employee performance and motivation. Employee performance is influenced by the type of motivation, so increased staff performance results from effectively applied motivation, and vice versa (Ekundayo & Balalola, 2018).

According to Machuve (2010), the lack of employee motivation training is one of the issues affecting employee motivation in Tanzanian public institutions. For the institutionalization of

appraisal, there is a barrier in the form of employee lack of training. According to the study, employee motivation effectiveness and employee motivation awareness are directly correlated.

Statement of Problem

In the context of the Gambia Ports Authority (GPA), daily operations require a well-equipped and highly efficient team to achieve corporate goals. Success in the dynamic business environment hinges on employees utilizing their talents effectively. Despite numerous theories and practices surrounding motivation, there is a persistent misconception, that individuals are motivated by different needs and in diverse ways (Ghebregiorgis and Karsten, 2007). The primary challenge in establishing an effective motivation system lies in managers' ability to understand and analyze employees' needs. Additionally, there is often a contradiction between employees' identification of their needs and the company's perception of those needs. This discrepancy arises from the diversity of employee motivations, with some needs unrelated to organizational goals and more focused on individuals' private lives. In the specific context of GPA, addressing these varied motivations becomes crucial for aligning individual and organizational objectives. There has been a decline in the port's productivity which caused huge losses to the state. The problem of delay in clearing ships on time becomes so entrenched that many businesses were forced to use the Dakar port to clear their goods. A lot of the problem was blamed on the leadership as a managerial failure to invest in modern machinery, technology, and human capital.

Research Objective

1. Identify the different motivational factors of Gambia Ports Authority
2. Assess the effect of motivation on employee performance in Gambia Ports Authority.
3. Examine the challenges in the implementation of motivational factors at the Gambia Ports Authority.

Method

This study adopted a descriptive research design approach; specifically, a cross-sectional survey which is the most commonly used research method in social research. Descriptive study according to Gall, Gall, and Borg, (1996) enables the researcher to collect information from a cross-section of a given population. Data were collected at one point in time by completing a structured online questionnaire. The data were collected for the information to be measured to test the relationship between employee motivation and employee performance at Gambia Ports Authority and subjected to statistical treatment so that it could support or reject different knowledge claims (Creswell 2003). Quantitative research design was the systematic empirical approach to investigate the social phenomena analyzed by using statistical or mathematically based methods (Aris, 2015 as cited by Hoy, et al., 2017). The study uses a quantitative method because it is more appropriate and reliable in the estimation of a cause-and-effect relationship. Thus, this study employed this type of research design. A simple random sampling technique was used to identify and select eligible participants for the study. A total sample of 290 participants were used determined by the Cochran (1960) formula. The participants comprise of Directors, Managers, Supervisors, and Clerks.

Results and Discussion /Hasil dan Pembahasan

Category of Staff

The organizational staff structure is delineated in Table 4.1, revealing a distinct distribution of roles. Directors constitute a small but pivotal 4%, underscoring their critical role in high-level decision-making. Effective communication and alignment between Directors and other staff levels are emphasized for cohesive organizational strategies. Management Staff, representing 18%, signifies a substantial managerial presence overseeing various departments, highlighting the importance of effective leadership within this group. Supervisors, comprising 33%, play a significant role in guiding and managing frontline employees, necessitating investment in leadership development programs. Clerks, the largest category at 44%, indicate a substantial administrative workforce, emphasizing the need for optimizing administrative efficiency. A minimal 1% falls under the "Others" category, suggesting specialized roles that require clear job descriptions for better role alignment and employee satisfaction. Overall, the findings emphasize the importance of strategic management, leadership development, and administrative efficiency within the organizational structure.

Table 1: Category of staff

		Frequency	Percentage
Category of Staff	Director	9	4%
	Management Staff	39	18%
	Supervisor	73	33%
	Clerk	97	44%
	Others	1	1%
	Total	219	100%

Source: Primary data, SPSS 24(2023)

Demographic Characteristics of Respondents

The staff composition analysis reveals a gender imbalance with male employees constituting 57% and female employees making up 43% of the total workforce, highlighting the need for initiatives to promote gender diversity and inclusion. The age distribution showcases a diverse workforce, with a significant segment aged 31-40 years, emphasizing the importance of succession planning. Young employees (20-30 years) represent 17%, signaling a potential talent pool for development. The multi-generational workforce, including employees above 60 years, calls for strategies promoting intergenerational collaboration. Regarding educational qualifications, 47% hold a diploma or HND, emphasizing the importance of technical skills, while 24% are Bachelor's degree holders, forming a qualified talent pool. Employees with advanced degrees (12% with Master's, 5% with Ph.D.) present opportunities for research and innovation. The length of service distribution indicates a stable segment (33% with 6-10 years) requiring retention strategies, a dynamic workforce (24% with 1-5 years), and experienced professionals (27% with 11-15 years), emphasizing the need for diverse career development opportunities. Long-serving employees (16-20 years and above 20 years) highlight the value of institutional knowledge, suggesting opportunities for mentorship and leadership roles to enhance loyalty and motivation.

Table 2: Demographic Characteristics of Respondents

Sex of the Respondent	Male	125	57%
	Female	94	43%
	Total	219	100%
Age	20-30 years	38	17%
	31-40 years	108	49%
	41-50 years	53	24%
	51-60 years	19	9%
	Above 60 years	1	5%
	Total	219	100%
Highest Educational Qualification	secondary	35	16%
	Diploma/HND	103	47%
	BSC.	53	24%
	MSc.	27	12%
	Ph.D.	1	5%
	Total	219	100%
Length of Service	1-5 years	52	24%
	6-10 years	72	33%
	11-15 years	59	27%
	16-20 years	14	6%
	21-25 years	11	5%
	Above 25 years	11	5%
	Total	219	100%

Source: Primary data, SPSS 24(2023)

Factors That Motivate Employees

The table below presents survey results on various motivational factors within the organization. A significant 55.30% of respondents strongly agree that training opportunities for advancement are motivating, with an additional 39.30% agreeing. Working conditions are deemed motivating by 39.70% of respondents who strongly agree and 47.00% who agree. Appreciation for work done is acknowledged as motivating by 38.40% strongly agreeing and 48.90% agreeing. Delegation of responsibility is seen as motivating by 53.70% agreeing and 29.40% strongly agreeing. Salary is considered a motivator by 48.90% strongly agreeing and 37.00% agreeing. An annual bonus is found motivating by 47.50% strongly agreeing and 41.10% agreeing. Employee benefits receive strong agreement from 50.70% and agreement from 43.40%. Positive relationships with superiors are motivating for 48.90% agreeing and 23.70% strongly agreeing. Promotion in the organization is motivating for 40.60% strongly agreeing and 46.10% agreeing. Relationships with peers are motivating for 47.00% agreeing and 20.10% strongly agreeing. Management style is perceived as motivating by 47.90% agreeing and 17.40% strongly agreeing. The overall mean scores indicate a high level of agreement, suggesting that respondents find these factors to be significant motivators in their workplace. The significance of the working environment in employee performance has been highlighted, as when employees perceive it to be a good working environment they are increasingly motivated (Markey et al., 2012). Maicibi (2003) in support of this reported that when employees work under poor working

conditions, they tend to behave like caged animals. Therefore, all of such results confirm the high importance of the work environment as a determinant of Employee motivation.

Table 3: Respondent perception on factors that Motivate Employee

		Frequency	Percentage %	Mean
Training (opportunity for advancement) is a motivating factor	Strongly Disagree	0	0.00%	
	Disagree	1	0.50%	
	Neutral	11	5.00%	
	Agree	86	39.30%	
	Strongly Agree	121	55.30%	
	Total	219		4.493
Working Condition is a motivating factor	Strongly Disagree	1	0.50%	
	Disagree	8	3.70%	
	Neutral	20	9.10%	
	Agree	103	47.00%	
	Strongly Agree	87	39.70%	
	Total	219		4.219
Appreciation for work done is a motivating factor	Strongly Disagree	2	0.90%	
	Disagree	4	1.80%	
	Neutral	22	10.00%	
	Agree	107	48.90%	
	Strongly Agree	84	38.40%	
	Total	219		4.219
Delegation of responsibility (Authority to make necessary decisions in order to complete assigned tasks) is a motivating factor	Strongly Disagree	1	0.50%	
	Disagree	10	4.60%	
	Neutral	26	11.90%	
	Agree	117	53.70%	
	Strongly Agree	64	29.40%	
	Total	218		4.069
Salary is a motivating factor	Strongly Disagree	0	0.00%	
	Disagree	15	6.80%	
	Neutral	16	7.30%	
	Agree	81	37.00%	
	Strongly Agree	107	48.90%	
	Total	219		4.279
Annual Bonus is a motivating factor	Strongly Disagree	0	0.00%	
	Disagree	15	6.80%	
	Neutral	10	4.60%	
	Agree	90	41.10%	
	Strongly Agree	104	47.50%	
	Total	219		4.292
Employee benefits (medical insurance, vehicle loan, housing loan, etc.) are a motivating factor	Strongly Disagree	0	0.00%	
	Disagree	5	2.30%	
	Neutral	8	3.70%	
	Agree	95	43.40%	
	Strongly Agree	111	50.70%	
	Total	219		4.425
Relationship with Superior is a	Strongly Disagree	4	1.80%	

motivating factor	Disagree	18	8.20%	
	Neutral	38	17.40%	
	Agree	107	48.90%	
	Strongly Agree	52	23.70%	
	Total	219		3.845
Promotion in the organization is a motivating factor	Strongly Disagree	0	0.00%	
	Disagree	10	4.60%	
	Neutral	19	8.70%	
	Agree	101	46.10%	
	Strongly Agree	89	40.60%	
	Total	219		4.228
Relationship with peers is a motivating factor	Strongly Disagree	0	0.00%	
	Disagree	34	15.50%	
	Neutral	38	17.40%	
	Agree	103	47.00%	
	Strongly Agree	44	20.10%	
	Total	219		3.717
Management Style is a motivating factor	Strongly Disagree	1	0.50%	
	Disagree	24	11.00%	
	Neutral	51	23.30%	
	Agree	105	47.90%	
	Strongly Agree	38	17.40%	
	Total	219		3.708

Source: Primary data, SPSS 24(2023)

Effect of motivation on employee’s performance

In the survey results presented in this section, respondents overwhelmingly expressed positive perceptions of various factors influencing their performance within the organization. Training opportunities for advancement are seen as highly influential, with 41.60% strongly agreeing and an additional 47.50% agreeing. Similarly, working conditions are perceived positively by 34.70% who strongly agree and 47.00% who agree. Appreciation for work done is considered influential by 49.80% agreeing and 30.10% strongly agreeing. Delegation of responsibility is positively perceived by 25.60% strongly agreeing and 49.30% agreeing. Salary is acknowledged as affecting performance by a significant 78.10%, with 36.50% strongly agreeing and 45.70% agreeing. Annual bonuses are seen as positively influencing performance by 36.50% strongly agreeing and 45.70% agreeing. Employee benefits receive a positive acknowledgment from 78% of respondents, with 34.20% strongly agreeing and 43.80% agreeing. A positive relationship with a superior is recognized as influential by 66.20%, with 21.90% strongly agreeing and 44.30% agreeing. Peer relationships are seen positively by 63.10%, and effective management styles are perceived positively by 63.90%. The mean scores for these factors generally indicate high levels of agreement, emphasizing the significant impact of these factors on employees' performance within the organization. According to the study's findings by Magembe (2014), the researcher discovered that recognition, bonuses, loans, housing options, medical benefits, and basic pay are the most effective motivational packages for employee performance.

Table 4: Respondent perception of factors Influencing Performance

		Frequency	Percentage %	Mean
Training (opportunity for advancement) influences level of performance	Strongly Disagree	1	0.50%	
	Disagree	11	5.00%	
	Neutral	12	5.50%	
	Agree	104	47.50%	
	Strongly Agree	91	41.60%	
	Total	219		4.247
Working Condition influences the level of performance	Strongly Disagree	1	0.50%	
	Disagree	11	5.00%	
	Neutral	28	12.80%	
	Agree	103	47.00%	
	Strongly Agree	76	34.70%	
	Total	219		4.105
Appreciation for work done influences level of performance	Strongly Disagree	1	0.50%	
	Disagree	16	7.30%	
	Neutral	27	12.30%	
	Agree	109	49.80%	
	Strongly Agree	66	30.10%	
	Total	219		4.018
Delegation of responsibility (Authority to make necessary decisions in order to complete assigned task) influences level of performance	Strongly Disagree	0	0.00%	
	Disagree	15	6.80%	
	Neutral	40	18.30%	
	Agree	108	49.30%	
	Strongly Agree	56	25.60%	
	Total	219		3.936
Salary influences level of performance	Strongly Disagree	1	0.50%	
	Disagree	27	12.30%	
	Neutral	20	9.10%	
	Agree	91	41.60%	
	Strongly Agree	80	36.50%	
	Total	219		4.014
Annual Bonuses influences level of performance	Strongly Disagree	1	0.50%	
	Disagree	24	11.00%	
	Neutral	14	6.40%	
	Agree	100	45.70%	
	Strongly Agree	80	36.50%	
	Total	219		4.068
Employee benefits (medical insurance, vehicle loan, housing loan etc.) influences level of performance	Strongly Disagree	5	2.30%	
	Disagree	14	6.40%	
	Neutral	29	13.20%	
	Agree	96	43.80%	
	Strongly Agree	75	34.20%	
	Total	219		4.014
Positive relationship with Superior influences level of performance	Strongly Disagree	5	2.30%	
	Disagree	20	9.10%	
	Neutral	49	22.40%	
	Agree	97	44.30%	
	Strongly Agree	48	21.90%	
	Total	219		3.744
Promotion in the organization influences level of performance	Strongly Disagree	2	0.90%	
	Disagree	18	8.20%	
	Neutral	24	11.00%	
	Agree	96	43.80%	
	Strongly Agree	79	36.10%	
	Total	219		4.059
Relationship with peers influences level of performance	Strongly Disagree	3	1.40%	
	Disagree	33	15.10%	
	Neutral	45	20.50%	
	Agree	100	45.70%	
	Strongly Agree	38	17.40%	
	Total	219		3.626
Management Style influences level of performance	Strongly Disagree	2	0.90%	
	Disagree	26	11.90%	
	Neutral	51	23.30%	
	Agree	101	46.10%	
	Strongly Agree	39	17.80%	
	Total	219		

	Total	219	3,68
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Challenges in the implementation of motivational factors

The table outlines the respondents' perceptions regarding challenges hindering the implementation of motivational factors in the organization. A majority (54.3%) agree that unclear job descriptions inhibit the effectiveness of motivational factors, with 26.5% strongly agreeing. Similarly, 48.9% agree that unclear goals and objectives hinder motivational effectiveness, supported by 24.2% who strongly agree. Workplace conflict is identified as a challenge by 42% of respondents who agree, with 29.2% strongly agreeing. The lack of one-on-one attention is acknowledged as a hindrance by 37.9%, including 16.9% who strongly agree. Managing employee diversity is seen as challenging by 38.8%, with 20.1% strongly agreeing. A significant proportion (46.6%) agrees that the poor choice of motivating factors is a challenge, and 20.1% strongly agree. Lack of management support is recognized as a challenge by 39.3%, including 26% who strongly agree. The mean values for these statements suggest a moderate level of agreement among respondents on these challenges, emphasizing the need for clear job descriptions, defined goals, conflict resolution, individualized attention, effective diversity management, appropriate motivating factors, and strong management support to enhance the effectiveness of motivational strategies in the organization.

Table 5: Respondents Perception on Challenges in the implementation of motivational factors

		Frequency	Percentage %	Mean
Unclear job description is a challenge inhibiting the effectiveness of the motivational factors	Strongly Disagree	0	0.00%	
	Disagree	13	5.90%	
	Neutral	29	13.20%	
	Agree	119	54.30%	
	Strongly Agree	58	26.50%	
	Total	219		4.014
Unclear Goals And Objective is a challenge inhibiting the effectiveness of the motivational factors	Strongly Disagree	0	0.00%	
	Disagree	22	10.00%	
	Neutral	37	16.90%	
	Agree	107	48.90%	
	Strongly Agree	53	24.20%	
	Total	219		3.872
Workplace conflict (leading to bickering and open disagreement, sabotage and constant complaints etc.) is a challenge inhibiting the effectiveness of the motivational Factors	Strongly Disagree	1	0.50%	
	Disagree	8	3.70%	
	Neutral	54	24.70%	
	Agree	92	42.00%	
	Strongly Agree	64	29.20%	
	Total	219		3.959
No one-on-one attention being given to employees to enable them to do their jobs properly and very well is a challenge inhibiting the effectiveness of the motivation factors	Strongly Disagree	2	0.90%	
	Disagree	19	8.70%	
	Neutral	78	35.60%	
	Agree	83	37.90%	
	Strongly Agree	37	16.90%	
	Total	219		3.612
The diverse nature of the employee and the	Strongly Disagree	3	1.40%	

problem of managing it in terms of motivation is a challenge inhibiting the effectiveness of the motivational factors	Disagree	18	8.20%	
	Neutral	69	31.50%	
	Agree	85	38.80%	
	Strongly Agree	44	20.10%	
	Total	219		3.68
Poor choice of motivating Factors is a challenge inhibiting the effectiveness of the motivational factors	Strongly Disagree	4	1.80%	
	Disagree	16	7.30%	
	Neutral	53	24.20%	
	Agree	102	46.60%	
	Strongly Agree	44	20.10%	
	Total	219		3.758
Lack of Management Support is a challenge inhibiting the effectiveness of the motivational factors	Strongly Disagree	2	0.90%	
	Disagree	18	8.20%	
	Neutral	56	25.60%	
	Agree	86	39.30%	
	Strongly Agree	57	26.00%	
	Total	219		3.813

Source: Primary data, SPSS 24(2023)

Test of Hypotheses

Motivation and Employee Performance

The table presents the Pearson correlation coefficients between two variables: Employee Performance and Motivation. The Pearson correlation coefficient is a statistical measure used to quantify the strength and direction of a linear relationship between two continuous variables.

In this context, the Pearson correlation coefficient between Employee Performance and Motivation is calculated to be 0.688. This value indicates a positive correlation between these two variables. A positive correlation signifies that as one variable (in this case, Motivation) increases, the other variable (Employee Performance) tends to increase as well. The significance level associated with this correlation coefficient is denoted as Sig. (2-tailed) and is recorded as 0.000. The significance level represents the probability of observing such a correlation by random chance. In this case, the extremely low significance level of 0.000 indicates that the observed correlation is highly unlikely to occur by chance alone. This strengthens the validity of the correlation observed between Employee Performance and Motivation. The correlation being labeled as significant at the 0.01 level (2-tailed) further reinforces the robustness of the correlation. The 0.01 significance level implies a high level of confidence that the correlation is not spurious but rather a real association between the variables. Both Motivation and Employee Performance were analyzed based on a common sample size of 219 data points, ensuring a robust statistical analysis. This consistency in sample size enhances the reliability of the calculated correlation coefficient.

Pearson Correlation Between Motivation and Employee Performance
Correlations

		Performance	Employee Motivation
Employee Performance	Pearson Correlation	1	.688**
	Sig. (2-tailed)		0
	N	219	219
Motivation	Pearson Correlation	.688**	1
	Sig. (2-tailed)	0	
	N	219	219
**. Correlation is significant at the 0.01 level (2-tailed).			
Source: Primary data, SPSS output (2023)			

Conclusion

The study's findings reveal that motivation factors significantly and positively impact employees' performance at Gambia Ports Authority (GPA). Various elements, including training opportunities, working conditions, recognition, delegation, compensation, relationships, and leadership styles, play pivotal roles in motivating employees. Notably, the overwhelming agreement on the positive impact of training emphasizes its role not only in skill development but also as a motivator for career advancement. Positive perceptions of working conditions, appreciation, delegation, salary, bonuses, and employee benefits underscore the critical role of compensation in motivation. The acknowledgment of positive influences from interpersonal relationships, effective management styles, and peer recognition highlights the social aspects of motivation. The study recommends a holistic strategy considering these motivational factors to foster a motivated and high-performing workforce at GPA, aligning with the broader objective of enhancing organizational success.

The study on the effect of motivation on employees' performance contributes to knowledge by shedding light on the intricate relationship between motivation and job performance within the unique context of the Gambia Ports Authority. This research extends the existing body of knowledge by empirically investigating the specific motivational factors that drive or hinder employees' performance in a maritime organization. By delving into the nuances of motivation within this setting, the study provides a deeper understanding of how motivational strategies can be tailored to enhance employee performance in a maritime and port authority context. Furthermore, this research contributes to knowledge by offering practical insights and recommendations that can be directly applied by the Gambia Ports Authority and similar organizations. It provides actionable guidance for management and leaders to develop effective motivation strategies that align with the needs and aspirations of their employees, ultimately leading to improved job performance, job satisfaction, and organizational success. This thesis, therefore, serves as a valuable resource for both academics and practitioners in the field, enriching our comprehension of motivation's role in the maritime industry while offering tangible benefits for organizational management and policy development.

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