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Examining the Effectiveness of Monetary Motivation Strategies in Enhancing Employee Performance: A Case Study of Chilanga Town Council

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Abstract

Staff motivation is critical in addressing performance and productivity related issues in organizations. This study aimed at examining the effectiveness of monetary motivation strategies on employee performance. The study was guided by the following objectives: To identify the effectiveness of monetary motivation in improving employee performance; to examine the relationship between monetary motivation and employee productivity and; to establish limitations of monetary motivation as a strategy in enhancing employee productivity. The study adopted a descriptive case study research design and targeted workers as well as staff from management. The sample size was 50 and data were collected randomly and purposively. The findings of this study indicate that the existing monetary motivation strategies implemented by Chilanga Town

Council are perceived to be moderately effective. With regards relationship between monetary motivation and employee productivity, the study indicated that monetary motivation enhanced productivity. The study also revealed several limitations associated with the effective implementation of monetary motivation strategies, among the limitations are budgetary constraints, difficulties in establishing clear and objective performance evaluation criteria, and varying employee perceptions and expectations regarding monetary rewards. Finally the study recommended that management must ensure that the implementation of monetary motivation strategies is guided by clear and transparent policies, with well-defined criteria for reward distribution.

Keywords: Examine, Effectiveness, Monetary Motivation, Strategies, Employee Performance

1. Introduction

Globally, motivation is a topic that has been extensively researched and in the twentieth century there arose a number of important theories on motivation such as Maslow's hierarchy of needs (1943), Herzberg's two factor theory (1959) and Vroom's expectancy theory (1964). All the three theories were focused on motivation in general and employee motivation more specifically as it became evident on the importance of the role motivation plays in work places. Therefore, motivation has been connected to organizational performance and since it varies in degrees, dimensions and places of employment, motivation of staff is highly relative.

Hemakumara, (2020) added that in today's competitive business environment, organizations across the globe strive to enhance employee performance as a key strategic concern. The performance of employees plays a vital role in the pursuit of gaining sustaining market share.

In African motivation and reward are regarded key in enhancing employee performance but in some countries on the African continent, motivation has not really been taken seriously especially by foreign companies who claim to be investors (Kumar, 2021). While developed economies have witnessed higher productivity levels, attributed in part to effective motivational strategies and favorable environmental factors (Alase & Akinbo, 2021), the challenge remains for organizations operating in developing countries, such as Nigeria, Zimbabwe, Zambia and other developing countries to unlock the full potential of their workforce. Despite a growing body of literature exploring the link between employee motivation and performance, inconsistencies in research findings have emerged. Some studies emphasize the effectiveness of factors such as job satisfaction, service delivery, and working environment as influential motivators (Badrianto & Ekhsan, 2020; Nnubia, 2020). Consequently, there is a pressing need to gain a deeper understanding of the impact of different incentive tactics on employee

performance and determine their significance in the banking sector. Building upon the existing body of research, this study aims to examining the effectiveness of monetary motivation strategies in enhancing employee performance within Chilanga Town Council.

1.1 Problem Statement

Inspiration Customer satisfaction is dependent on an organization's ability to employ, satisfy and retain competent employees who will deliver quality service for customers. Thus, motivation being a hallmark of productivity and job performance in every organization including local government. Several measures have been taken by the government to improve performance and service delivery by providing her employees training opportunities, seminars, salary increment as well as incentives like housing and transport allowances. However, little improvement has been realized as some of these measures, especially the monetary measure, have not fully taken off. For instance, Manda (2016) observed that challenges in funding is contributing to the poor-quality service delivery of local government staff in Zambia. Recently, Phiri (2019) reported that the It is for this reason among many others that this study aimed at establishing the extent to which financial motivation affects the performance of employees in Local councils.

1.2 Objectives

1. To identify the effectiveness of monetary motivation in improving employee performance.
2. To examine the relationship between monetary motivation and employee productivity.
3. To establish limitations of monetary motivation as a strategy in enhancing employee productivity

1.3 Theoretical Framework

Theoretical Framework A theoretical framework is defined as a reasoned set of prepositions, which are derived and supported by data or evidence and explains a phenomenon (Michael, 2009). This research anchored on Maslow's Hierarchy of Needs Theory and Herzberg Theory in establishing the determinants of employee turnover and its effect on organizational performance. The theories are discussed and linked to the study as explained below.

Maslow's Hierarchy of Needs: Theory Maslow's hierarchy of needs theory is a five-tier model of human needs, often presented as hierarchical levels within a pyramid. In his 1943 report, Maslow stated that people are motivated by certain needs and once a certain category of needs are satisfied, the individual is motivated to fulfil needs in the next level of the pyramid and so on (Maslow, 1970). This knowledge can be used by management to understand an employee's career growth needs and what kind of retention strategies should be appropriately employed at the different levels to keep employees motivated and satisfied enough to perform optimally (Harper & Stills, 2003).

According to Maslow (1970), human beings have a set of five needs, that is, basic physiological, safety, love and belongingness, self-esteem and finally self-actualization needs. The first set of basic needs, placed at the bottom of the pyramid indicating its broad category include needs for food, water, air, sleep, clothing, physical comfort etc. The second level concerns safety and security needs which comprise avoidance of danger, freedom from fear, threat and

deprivation. This stage also includes job and physical security. The third level of needs is social needs which involve the need for affection, belonging and social contact. This also explains why employees desire social interactions and networks which build cohesion for teamwork and friendship outside of work. The fourth stage is self-esteem which involves respect and recognition from others and appreciation. The fifth and final stage is self-actualization. At this stage employee realize their personal potential and self-fulfillment and seek further personal growth and peak experiences. Human resource practices and management find it difficult to provide an environment appropriate for employees at this final stage, presenting the biggest leadership challenge.

Maslow believes that needs higher in the hierarchy such as social and self-esteem needs determine behavior only after lower-level needs have been satisfied. However, convincing empirical evidence for this satisfaction progression is lacking. This means workers can be at different levels and move up and down during their employment experience (Walsh, 2011). The study focused on linking the five essential needs in the pyramid to employee turnover and organizational performance. This theory implies that organizations need to understand the stages at which different employees are at and what motivates them in terms of management styles, work environment and reward management, in order to devise programs or policies that satisfy unfulfilled and emerging needs since many lower-level needs are felt time and again.

Maslow's hierarchy of needs can help leaders hone their styles to suit the needs of their followers. High levels of performance occur when leaders establish motivational styles that inspire followers to achieve objectives. Using the hierarchy concept, managers are also responsible for creating an environmental climate where employees can develop their full potential. Inability to provide such an environment would leave many employees dissatisfied and frustrated, leading to poor performance and withdrawal from the organization. Poor reward systems fail to recognize each employee's unique motivators. As a result, managers give employees raises or promotions, when in fact that is not always what would best motivate a given employee or cause them to want to perform at their highest levels or to stay. Maslow's Hierarchy allows management to establish what kind of reward packages appeal to employees at different levels to ensure they are paid competitively and in line with their motivation to avoid exit. The management of these three aspects could determine the employee turnover rates and its eventual effect on organizational performance (Cunha, Clegg & Kamoche, 2006).

The Herzberg Two-Factor: Theory offers valuable insights into how motivational strategies relate to employee performance and the role of formal recognition. This theory identifies two sets of factors that influence employee motivation and job satisfaction: hygiene factors and motivators (Alshmemri, Shahwan-Akl, & Maude, 2017). Motivators, as defined by Herzberg (1974), include job-related aspects that increase satisfaction and improve performance, such as achievement, recognition, increased responsibilities, advancement, and growth opportunities (Alrawahi *et al.*, 2020). These factors are intrinsic to the job and act as motivators (Armstrong & Taylor, 2017; Mansaray, 2019). On the other hand, hygiene factors are related to the work environment and function as preventive

measures. They include elements like salary satisfaction, job security, and working conditions, which are crucial for avoiding dissatisfaction and decreasing employee performance when they are inadequate or absent (Alrawahi *et al.*, 2020). However, the presence of hygiene factors alone does not necessarily lead to high motivation or performance. While hygiene factors prevent job dissatisfaction, they have limited impact on positive job attitudes (Upathissa, 2022). For in-stance, an unpleasant working environment can make employees miserable, but resolving such issues can potentially enhance motivation. Formal recognition plays a vital role in establishing a connection between motivational strategies and employee performance (Kibria, Saha, & Howlader, 2016). When employees are formally recognized for their accomplishments, it acts as a motivator and reinforces their positive behaviors and performance. This recognition can take various forms, including awards, certificates, public appreciation, or other tangible means of acknowledgment (Armstrong & Taylor, 2017). For-mal recognition contributes to a sense of achievement, boosts self-esteem, and reinforces desired behaviors, resulting in increased employee motivation and enhanced performance (Safin & Kiner, 2020). Furthermore, formal recognition acts as a mediator in the relationship be-tween motivational strategies and performance. It strengthens the connection between motivators, such as challenging work or growth opportunities, and employee performance by creating a positive feedback loop (Kibria *et al.*, 2016). When employees receive formal recognition for their efforts, they feel valued and motivated to sustain their high-level performance.

2. Literature Review

As per the study of Mikkelsen *et al.* (2017), “the motivation concept referred to internal factors that impel action and to external factors that can act as inducements to action”. They further suggested that direction, intensity, and duration are the three-action influenced by motivation. Thus, understanding different employees’ motivational style will help to explain and predict the affect, cognition, and behavior patterns that are displayed by different employee (Hsiung & Tsai, 2017). Kanfer *et al.* (2017) argued that some common words like goals, incentives, needs, aims, wishes, wants or desires are included in motivation. According to Cameron and Green (2019) the inner force which gives energy to the individuals for the accomplishment of organizational and personal goals is known as motivation. Hence, work motivation has been referred as the process that contributes to the initiation and maintaining goal-directed performance (Larsson *et al.*, 2018).

According to Alefari (2018), the significance of money as a motivator has been reliably modulated by most behavioral scientists such as Fredrick Herzberg. In his two-factor theory; he pointed out that the value of challenging jobs, feedback, cohesive work teams, and other non-monetary factors stand as stimulants of work motivation. However, money is the critical enticement which affects the work motivation because it is the vehicle by which employees can purchase the several needs and filling things that they desire. According to Sarpong (2016), motivational strategies involve empowering employees, redesigning jobs, providing an effective reward system and creating flexibility. Effective motivational strategies have impact on the performance of

the organisation and on its qualitative and quantitative output.

According to Sarpong (2016), motivational strategies involve empowering employees, redesigning jobs, providing an effective reward system and creating flexibility. Effective motivational strategies have impact on the performance of the organisation and on its qualitative and quantitative output. According to Carlsen (2003), motivational strategy refers to the performance of management and reward systems and in particular to the type and scale of financial and non-financial incentives which are to be provided. It will also be concerned with other process which should yield favourable attitudes including job design, participation, joint objective setting, career development and any other processes relating to the individual need to achieve and maintain a sense of personal wealth and importance.

3. Research Methodology

This study adopted a case study design. The study also used quantitative approach. The mixed method approached has been preferred in order to take advantage of the differences between the two methods. Qualitative approach attempts to study the everyday life of different groups of people and communities in their natural settings.

This study utilized a combination of purposive sampling and simple random sampling techniques to select respondents from the Chilanga Town Council, ensuring both representativeness and depth of data. Simple random sampling was employed to select members of the council's staff from various departments involved in motivation, minimizing bias and enhancing generalizability.

The target population includes management staff and employees from Chilanga council. The staff from the Human resources department were considered for this study. A sample size of 50 respondents was picked which comprised local government employees at Chilanga Town Council. And questionnaires were used as tools for data collection.

Collected data were analysedss. Data preparation is the process in which data is converted to the numerical format which is machine-readable to be used in specific analyzing programs such as Excel Microsoft and SPSS.

4. Results

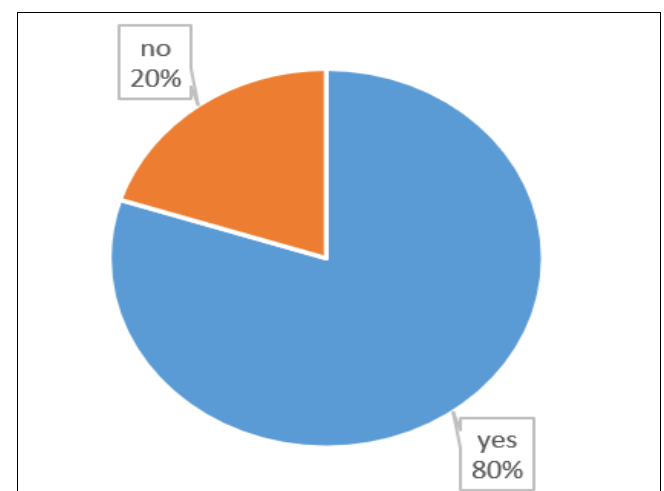


Fig 1: Monetary motivation having an impact on employee performance

Regarding Monetary motivation having an effect on employee performance, 80% indicated that their institution has experienced labor turnover while 20% stated that their organizations have not experienced labor turnover. The results shows that majority of respondents believe that monetary motivation has an impact on employee performance.

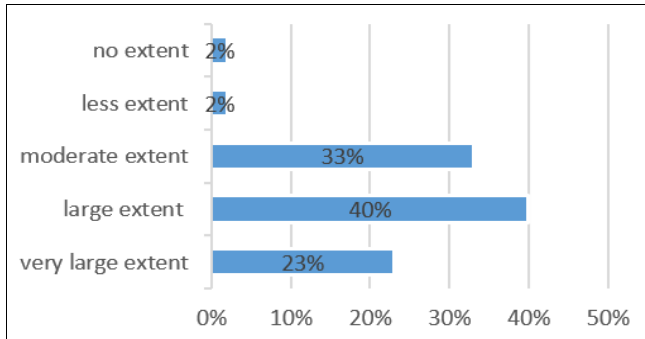


Fig 2: Extent to which monetary motivation affect employee performance

Regarding the extent to which monetary motivation affect employee performance, 23% indicated that to a very large extent, 40% stated that to a large extent, 33% indicated that to a moderate extent while 2% stated that to a small extent and another 2% said nothing has happened. From the above results it can be deduced that monetary motivation has a great effect on employee performance, if employees are paid low salaries, they tend to have low performance.

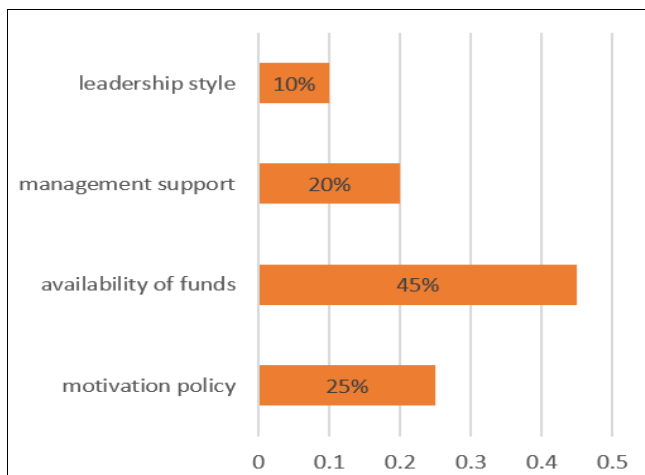


Fig 3: Factors that influence monetary motivation

A number of factors contribute monetary motivation, respondents indicated that motivation policy as indicated by 27%, 10% said leadership style contribute affect employee motivation, 15% stated that availability of funds, 20% indicated that management support. A number of factors dictates the implementation of monetary motivation as a way of stimulating employee performance and from the above results availability of funds and motivation policy

were the topmost factors upon which monetary motivation depends.

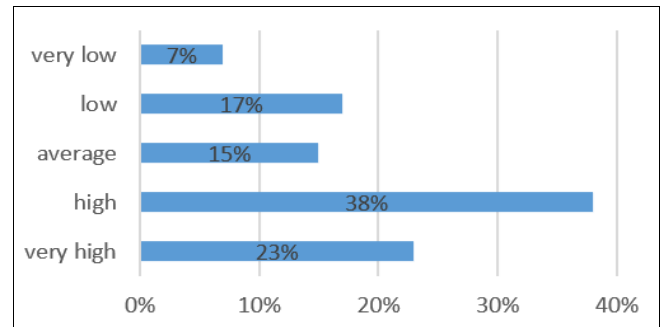


Fig 4: Extent to what monitory motivation influence performance

The rate of the effects of motivation on employee turnover, 15% indicated that the effect is average, 17% said it has been low, the other 38% indicated that it has been high while 7% said very low and 24% stated the turnover is very high. Availability of funds were subjected rating with regards the extent of its influence and majority of respondents indicated that the influence moderate to great as illustrated in the chart above. Monetary motivation is directly linked the availability of funds in the organization, organizations that have a lot of money tend to motivate their employees.

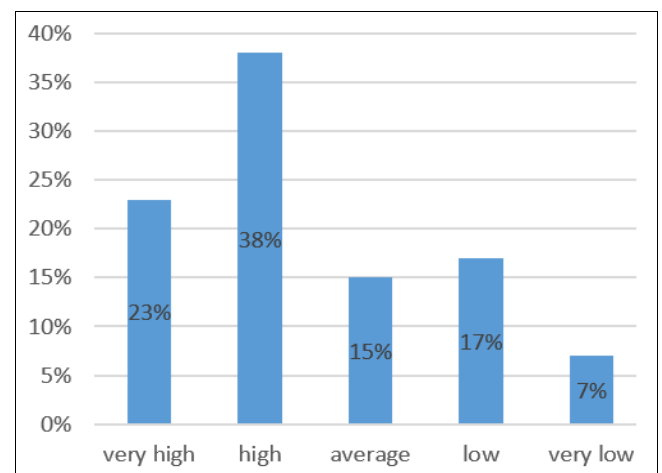


Fig 5: Extent to what monetary motivation influence employee turn over

The rate of the effects of motivation on employee turnover, 15% indicated that the effect is average, 17% said it has been low, the other 38% indicated that it has been high while 7% said very low and 24% stated the turnover is very high. Concerning the question as to whether monetary motivation affects employee turnover, the figure above shows that employee turnover is influenced by monetary motivation. It is therefore critical for organizations to embrace monetary motivation as a way of reducing employee turnover.

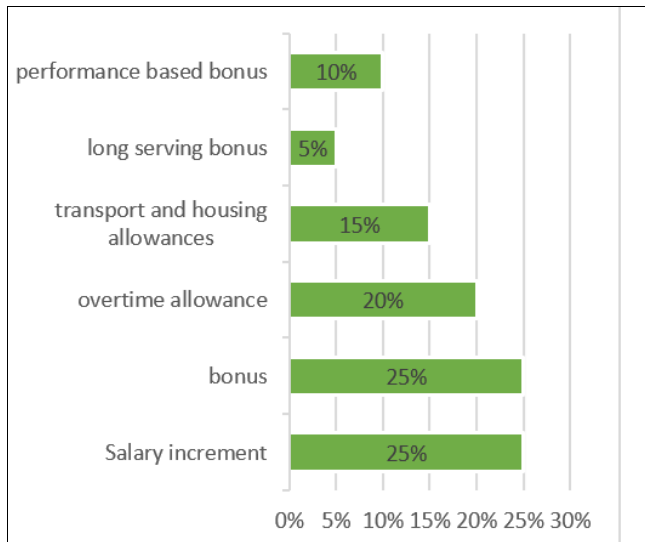


Fig 6: Monetary motivation strategies

With regards the nature of monetary motivation, 20% indicated that it is in form of overtime allowance, the other 25% said it is in form of bonus, 25% mentioned salary increment and the rest 15% said it is in form of housing and transport allowances, 5% mentioned long serving bonus and the rest 10% said Performance based bonus. The study has revealed that among the strategies used to motivate employees which are connected to financial incentives, the top strategies as per respondents are salary increment, bonus, overtime allowances and other forms of allowances. These strategies if implemented well can lead to high performance and employee productivity since they are connected to monetary motivation.

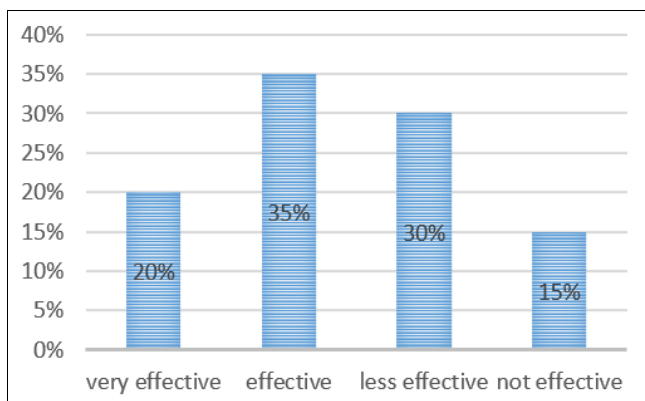


Fig 7: Effectiveness of Monetary motivation strategies

Regarding the effectiveness of monetary motivation strategies, 20% said they are very effective, 35% said they are effective while 30% indicated that the Monetary motivation strategies are less effective with 15% stating that it is not effective. The study has indicated that monetary motivation strategies are effective in enhancing employee productivity and organizational performance as can be seen from those that were for the idea that it is effective, more than 50% of total respondents felt that the strategies are effective.



Fig 8: Factors that influence effectiveness of implementation of monetary policies

A number of factors influence human resource policies implementation and practices and concerning the factors, 9% indicated that demography has a great effect on human resource policy implementation and practices, 15% said they are influenced by the economic condition, 13% indicated that technology, 11% stated that policy implementation is influenced by organizational culture. Others include organizational structure as stated by 11%, training and development as indicated by 12%, while 5% stated that nature of the business influences HR practices, 7% said organizational size, 8% indicated that legal frameworks have a great influence on HR policy implementation and practices while 10% said competition in the industry and the rest 4% said they are affected by age of the organization. The results have indicated that economy has a great influence on the implementation of monetary motivation policy since it affects cash flow or financial status of organizations upon which monetary motivation depends.

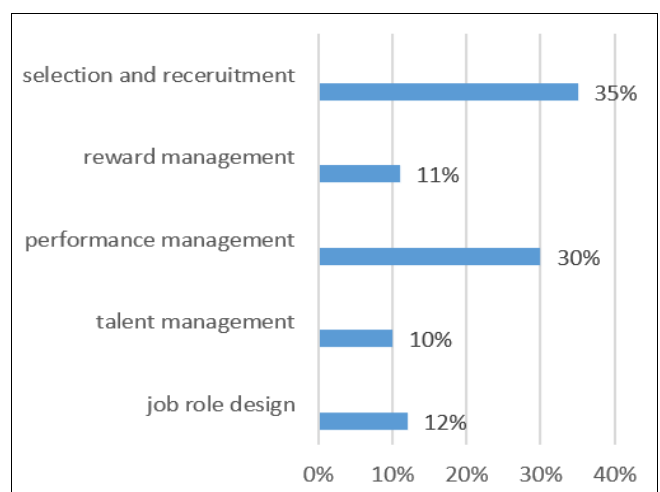


Fig 9: Human Resource Management practices that influence employee motivation

With regards human resource practices, participants indicated a number of practices and among them was selection and recruitment as indicated by 35%, reward management as stated by 11%, performance management as indicated by 30% while 10% said talent development and management and the rest 12% stated that job role design.

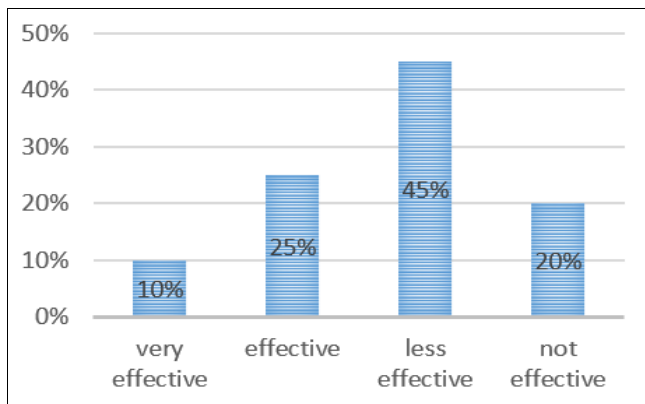


Fig 10: Effectiveness of Human Resource Management practices in enhancing performance

Concerning the effectiveness of human resource management practices in enhancing employee performance, 10% indicated that they are very effective, 25% stated that they are effective while 45% said they are less effective with 20% indicating that they are not effective. The study has indicated that HRM practices are not as effective as expected as seen from total of over 60% indicating that it is less effective and others stating that it is not effective in enhancing employee productivity and organizational performance as can be seen from those that were for the idea that it is effective, more than 50% of total respondents felt that the strategies are effective.

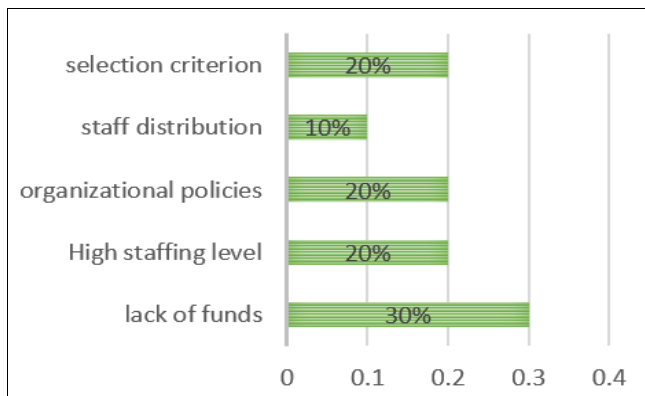


Fig 11: Challenges faced by Human resource officers in implementing monetary policy

There a quite number of challenges that human resource managers face in their quest to implement monetary motivation policy and in findings revealed the following challenges; limited funds as stated by 30%, High staffing level as said by 20% while 10% mentioned staff distribution and the rest 20% said selection criterion have proven to be challenging. The study has revealed that lack of funds is so prominent among the challenges and this is followed by high staffing level, organizational policies and the least challenge is staff distribution. The challenges mentioned

above makes it difficult for the council to implement monetary motivation strategy for it affects how the HR department and management as whole motivate employees using financial incentives.

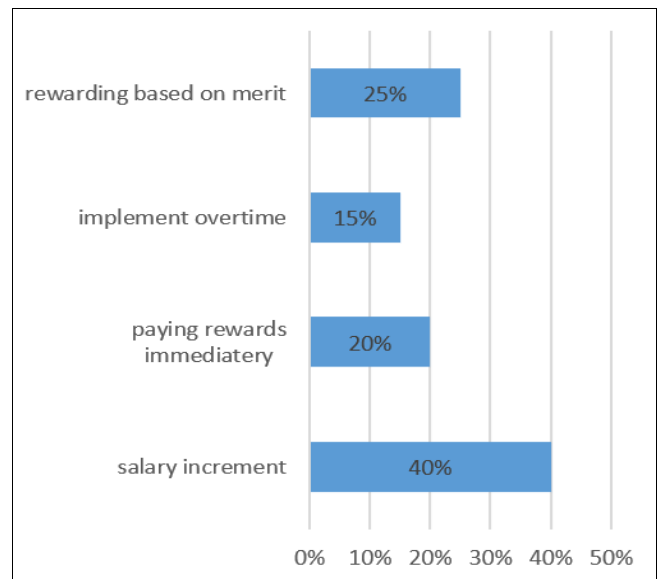


Fig 12: Means of improving monetary motivation

A number of strategies were suggested that may improve the way employees are rewarded, 40% indicated that there is need for a salary increment, 20% said paying rewards immediately, 15% said implementing overtime policy will help motivate employees while 25% in order to increase employee performance there must be rewarding based on merit. For organizations to implement monetary motivation strategy as a way of enhancing organizational performance, a forms of monetary motivation and ways of implementing them are as presented in the above chart, salary increment is regarded as the most effective form of monetary motivation, giving rewards based on merit one of the means in which motivation can be done without being biased. Things like paying overtime and paying rewards immediately can also enhance employee performance, satisfaction, productivity which in return can enhance overall organizational performance.

5.1 Discussion

The findings from this study on the effectiveness of monetary motivation strategies at Chilanga Town Council provide valuable insights into the current state of employee motivation and the potential areas for improvement. The demographic profile of the respondents suggests a diverse workforce in terms of age, gender, education level, and length of service. This diversity is beneficial for the organization, as it brings a range of perspectives, skills, and experiences that can contribute to the overall effectiveness of the council's operations. The relatively high proportion of employees with 5-10 years of service (45%) indicates a relatively stable workforce, which can be advantageous for the organization in terms of institutional knowledge and continuity. The significant proportion of employees with less than 5 years of service (35%) suggests a need to focus on employee retention and development strategies to ensure a sustainable workforce.

5.1.1 Effects of monetary motivation in enhancing employee performance

The monetary motivation strategies currently implemented by Chilanga Town Council, namely annual salary increments, performance-based bonuses, and long-service awards, are common and widely-used approaches in the public sector. These strategies aim to recognize and reward employee contributions, align individual goals with organizational objectives, and foster a sense of loyalty and commitment. The findings indicate that the majority of respondents (65%) perceive the existing monetary motivation strategies as moderately effective in enhancing their work performance and job satisfaction. This suggests that while the strategies are generally viewed as beneficial, there is room for improvement to better meet the needs and expectations of the workforce.

According to Alefari (2018), the significance of money as a motivator has been reliably modulated by most behavioral scientists such as Fredrick Herzberg. In his two-factor theory; he pointed out that the value of challenging jobs, feedback, cohesive work teams, and other non-monetary factors stand as stimulants of work motivation. However, money is the critical enticement which affects the work motivation because it is the vehicle by which employees can purchase the several needs and filling things that they desire as also found by Olusadum *et al.*, (2018). However, it should be remembered that even Herzberg's theory was criticized on the basis that it assumed a correlation between satisfaction and productivity. This is because the research conducted by Herzberg stressed upon satisfaction and ignored the productivity part. The theory's reliability became uncertain as the linkage between the two was not proved at the time of study.

Katz, in Sinclair, *et al.* (2005) demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance.

5.1.2 Relationship between motivation and employee productivity

The relatively high proportion of respondents (25%) who perceive the strategies as highly effective is a positive indication that the council's efforts to motivate employees through monetary rewards are resonating with a significant portion of the workforce. The 10% of respondents who consider the strategies to be ineffective also highlights the need to address any underlying issues or concerns. The key factors identified as influencing the effectiveness of monetary motivation strategies – fairness and transparency, alignment with individual goals and needs, and balance between monetary and non-monetary rewards – provide valuable insights for the council to enhance its approach. Fairness and transparency in the implementation of reward programs are crucial in ensuring employee trust and buy-in. Perceived unfairness or a lack of transparency can undermine the effectiveness of even the most well-designed monetary motivation strategies. Through addressing these concerns, the council can create a more equitable and inclusive reward culture.

The alignment of rewards with individual goals and needs is also essential for effective motivation. Employees are more likely to be motivated by rewards that directly address their personal aspirations and priorities, rather than a one-size-fits-all approach. Incorporating employee feedback and tailoring the reward programs to individual needs can help

enhance their relevance and impact. The balance between monetary and non-monetary rewards is another critical factor. While monetary rewards are important, a holistic approach that combines financial incentives with non-monetary recognition, career development opportunities, and work-life balance initiatives can create a more comprehensive and sustainable motivation framework.

Olusadum and Anulika, (2018) in their study on the impact of motivation on employee performance: a study of Alvan Ikoku federal college of education using a correlation analysis found out that, for financial rewards to motivate an individual, certain conditions must be met, that is; the type of reward must be important to an individual and should be perceived as a direct reward for performance. Especially, if it is money, the marginal amount should be perceived by the individual as significant for his requirements to be fulfilled by that sum of money. Therefore, for financial rewards to motivate employees at work, the marginal difference in pay increases between a high performer and an average performer or a highly skilled and low skilled should be significant.

5.1.3 Limitations of monetary motivation as a tool in enhancing employee performance

There a quite number of challenges that human resource managers face in their quest to implement monetary motivation policy and in findings revealed the following challenges; limited funds, High staffing level and selection criterion have proven to be challenging. The study by Breaugh and Alfes (2018) indicated that organizations are subsumed in today's unstable, uncertain and unpredictable environment with long-term survivability and sustainability in question. The business operations are affected with the interacted volatile environment which eventually effects the overall performance and profitability of the organization.

Njeri & Mose (2021) ^[9] added that the high allowances and salaries that come with monetary motivation if not well planned for result into overruns and this disturbed the budget and financial flow of the company's income.

5.1.4 Strategies used in enhancing employee performance

The study has further revealed that rewards and appreciation systems are intended to recognize workers who have excelled in their jobs and to express genuine 'thank you' for a particular job well performed. Organizations remunerate workers for their good work, which serves to improve morale and inspire them. Organizations are budgeting a remuneration scheme on the basis of the prior year's sales and spending. But many of the organizations have been following the same strategy for a certain amount of time as described in their HR policy (Kumari, 2019). The incentives and appreciation will turn out to be wonderfully beneficial to keep the workers encouraged to work tremendously and meet the goals, and to stick to the organization.

The following strategies are used for motivation as organizational commitment: Salary, Wages and Conditions of Service: To use salaries as a motivator effectively, personnel managers must consider four major components of a salary structures. These are the job rate, which relates to the importance the organization attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of information professionals or librarians, or with long service; and fringe benefits such as holidays with pay, pensions, and so on. It is

also important to ensure that the prevailing pay in other library of information establishments is taken into consideration in determining the pay structure of their Organization. Money: Akintoye (2000) asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success.

5.2 Conclusion

The findings of this study indicate that the existing monetary motivation strategies implemented by Chilanga Town Council, including annual salary increments, performance-based bonuses, and long-service awards, are perceived as moderately effective by the majority of respondents (65%) in enhancing their work performance and job satisfaction. The research also identified key factors that influence the effectiveness of these monetary motivation strategies, such as fairness and transparency in the implementation process, alignment of rewards with individual goals and needs, and the balance between monetary and non-monetary rewards. The study also revealed several challenges and limitations faced by the council in effectively implementing these strategies, including budgetary constraints, difficulties in establishing clear and objective performance evaluation criteria, and varying employee perceptions and expectations regarding monetary rewards.

5.3 Recommendations

Based on the findings of this study, the following recommendations are proposed to enhance the effectiveness of monetary motivation strategies at Chilanga Town Council:

- Ensure that the implementation of monetary motivation strategies is guided by clear and transparent policies, with well-defined criteria for reward distribution. This can help address employee concerns about fairness and build trust in the system.
- Develop a more personalized approach to monetary rewards, where employee preferences, goals, and needs are taken into account. This can involve conducting regular surveys or feedback sessions to better understand the specific motivational factors for different employee segments.
- Complement monetary rewards with a range of non-monetary incentives, such as career development opportunities, recognition programs, and work-life balance initiatives. This can help create a more comprehensive and sustainable motivation framework.
- Strengthen the performance management system by establishing clear, objective, and measurable performance criteria. This can enhance the credibility of the reward distribution process and ensure that monetary incentives are closely linked to individual and organizational performance.
- Investigate innovative funding options, such as public-private partnerships or external grants, to supplement

the council's budgetary constraints and enable the expansion and enhancement of monetary motivation strategies.

- Improve communication and employee engagement efforts to ensure that all employees understand the rationale, criteria, and implementation process of the monetary motivation strategies. This can help address any misconceptions or concerns and foster a greater sense of ownership and buy-in.

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