**Student Name:** Dexter Jermaine Parker

 **Student ID number:** UD7228BHUB1442

COURSE NAME:

**Doctorate Degree in Human Resource Management**

Assignment Title:

**(Motivation and Performance -A.I.U.)**

 **AIU Tutor:** Cyndy Dominguez

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**Introduction**

This course assignment seeks to identify and address the practical research problem and how it affects work performance and productivity. And provides the essential background information, the rationale for the research, presentation of the issues, scope of the course, background information, and an outline of the primary issues.

**Background of the Study**

The organization is a registered consultancy firm that provides financial assistance to local businesses, nationally, and internationally. The company comprises 20 employees and operates an informal organizational structure under the leadership and management of Mr. John Smith is the managing director and is responsible for the management and strategic direction of the company. Over the years, the company has lost critical talented employees, resulting from the imbalance of relations between employer and employees. When employees were mistreated by their employer, breach of their psychological contract. As a result of the employment issues identified, several cases were filed by employees at the Labor Tribunal for violation of their employment contract and constructive dismissal. In addition, the company had faced a significant decline in performance and productivity. It was also important to note the effects and causes, which had contributed to this decline. As listed below in the next paragraph, these included sub-factors such as high employee turnover and many others. This study is expected to address the research questions in support of the aims and objectives.

**Presentation of the issues**

 This study will explore the following performance issues and work productivity at the investigated accounting firm. It will also identify sound solutions to address the problems identified.

**Key Issues include:**

1. No Performance Management and Appraisal System
2. Employee Dissatisfaction and Low Morale
3. No Company Policies
4. Lack of Communication
5. Lack of Employee Motivation
6. Unconducive work -environment

Consequently, the list of critical issues contributed to the Organization achieving strategic goals and objectives. Failure to address the problems identified will result in significant decreases in the consumer base at high levels and profit margins. This will make a substantial contribution towards the achievement of goals and objectives. To this end, both parties benefit.

**The Rationale for the Research**

The hypothesis explored was worth exploring. The study also provides evidence of scholarship and shows a scholarly theoretical base that was relevant. It allows the researcher to compare the views of different authors on the subject in question. This thesis adds potential practical value in assisting the Organization in addressing the performance issues. It offers evidence to shed light on what previous studies have done in the same field by not inventing the wheel. This study also draws attention to any strengths or weaknesses of the earlier studies and offers evidence that will either prove or disprove our research hypothesis.

**Significance of the Study**

The findings are expected to lay the foundation for management at the Consultancy Firm (Helping Local Businesses in the Turks Caicos Islands) TCI. To agree to those organizational factors that create many challenges for their employees. Primarily affecting employee performance and work productivity. Accepting the employment issues would assist the Organization in achieving high performance and work satisfaction. It will be underpinned by the results and findings that can help the company realize and appropriately provide corrective action to reduce employee dissatisfaction, demotivation, low morale, underperformance, and conflict dilemmas in the work environment.

The findings can be used as a reference point for further research relating to the research area. The results are expected to highlight the existing performance issues impacting the employees' performance and work motivation. The study is expected to help improve employee performance, work satisfaction, employee motivation, conducive work environment for the employees at Consultancy Firm.

**Research Scope**

This research focuses primarily on employees at the Consultancy Firm. This private Organization provides ***“***a full-service tax, accounting, and business consulting firm located**”** at the Courtyard Business Complex at Providenciales and manages about twenty employees. This research will examine the significant impact of employees and working conditions on employee performance and increased work productivity.

A thorough review was done before anything else. A bibliographical record was kept of all academic sources used in this study. An analytical and critical approach was adopted, not merely the description or explanation. However, it was possible to show any disagreements between the authors. In this way, it was directly informing the research aims, objectives, and questions alike.

The course also addresses how management affects employees’ performance and productivity impacts organizational performance. It highlights the internal and external forces that can negatively or positively affect organizational performance and motivational processes within the organization.

The assignment draws a few main conclusions that can assist the organization in positively adjusting and reacting to the change process. And how best it can add value to humanity and my personal development within my current organization's management and leadership processes.

This will benefit me professionally and academically within an environment to grow and contribute to society and my community by providing scientific and human relations aspects within the organizational systems of management.

This assignment will comply with the University of Atlantic International policies on academic honesty. On this assignment, all the work is my own. And not being presented as one's own words, ideas, or expression of another in any form is cheating (plagiarism). The statement of originality is also provided verifying as my own and any other sources used in this assignment are acknowledged and disclosed.

**Theoretical Review**

This section provides a review of seminal and modern evidence of scholarship and shows a relevant scholarly theoretical base. It offers proof that will shed light on previous studies done in the same field.

The study is expected to help and sensitize local and international authorities in formulating policies to address the identified issues of Marketing. The theoretical evidence assisted the writer in determining the validity of the collected data. The study also provides a review of seminal and modern evidence of scholarship and shows a scholarly theoretical base that was relevant. This course assignment adds potential practical value in assisting the governments with their efforts in managing businesses globally.

It offers evidence that will shed light on what previous studies have done in the same field. This study also draws attention to any strengths or weaknesses of the earlier studies done and offers evidence that will either prove or disprove our research hypothesis

This study used a funnel down approach - a conceptual framework deemed appropriate; linking the views of different authors as applied. The overall aim is to ensure generalizability. It supports and enhances the empirical evidence and the rigor of this study. A copy of the funnel-down approach framework is explained in the body of this assignment.

The study also provides a review of seminal and modern evidence of scholarship and shows a relevant scholarly theoretical base. It offers proof that will shed light on previous studies done in the same field. This study also draws attention to the strengths or weaknesses in the earlier studies done and will offer evidence that either proves or disproves our research questions.

**FINAL VIEWS**

The theoretical evidence assisted the writer in determining the validity of the collected data. The study also provides a review of seminal and modern evidence of scholarship and shows a scholarly theoretical base that was relevant. This Assignment adds potential practical value in assisting the government with its efforts in operating internationally.

It offers evidence that will shed light on what previous studies have done in the same field. This study also draws attention to any strengths or weaknesses of the earlier studies done and offers evidence that will either prove or disprove our study.

In summary, it provides sufficient justifications, the value of this study's inclusion, and its quality. It shared the appropriate procedural steps in carrying out this study. The framework adds value and rigor to the task of addressing the practical research problem.

The authors did not have much control over the main factors contributing to business success within the global market. This assignment draws sound conclusions and recommendations for different stakeholders and further research.

**Summarization of Academic Scholarship**

**Manolopoulos (2008):** Motivation is defined as the forces from within that help people to achieve motivational goals and objectives. Various researchers had argued that work productivity and satisfaction depend heavily on intrinsic and extrinsic motivating factors. Theoretical evidence has suggested that employees who are motivated by these factors understand their job purpose and contribute highly towards the achievement of strategic objectives.

 **Deci (2000) and Vanyperen and Hagedorn (2003):** Extrinsic seeks to reward employees with financial benefits, whereas intrinsically the employee is motivated by the work itself and finds it interesting and enjoyable.

**Ryan and Deci (2000):** However, evidence has suggested that intrinsically motivated employees perform the work for their benefit.

**Haines (2008)**: It was agreed by contributes to work productivity and employee satisfaction. To fulfill the needs of employees regarding satisfaction, success, and reward, employees must be motivated by extrinsic and intrinsic aspects of motivation.

**Deci (2001):** Whereas the theory of self-determination suggests that intrinsic motivation is affected by the external environment through the power of sovereignty satisfaction, need, affinity, and perception of capability.

**Grouzet et al. (2004):** intrinsically motivated individual is autonomous while, self-determination theory theorized that extrinsic motivation may differ from the extent to which it is sovereign alongside governed.

**Gagne and Deci (2005):** also suggested the importance of motivating employees intrinsically. His study also revealed the extrinsic factors that reward employees for their performance.

**Olafsen et al. (2015)** the exclusive exercise of motivation that is extrinsic frequently place people in a contract instead of the interpersonal attitude needed to boost the organization, he also said extrinsic motivation is measurable, and they might support the relocation of unambiguous awareness, but fail regularly in the field of unspoken awareness due to its emergent and imperceptible practice.

**Olafsen (2017):** said intrinsic motivation makes it possible for the transfer and generalization of unspoken knowledge beneath circumstances where extrinsic motivation fails. On the other hand, the analysis of intrinsic motivation is divided into categories like hedonic and normative that intermingle with each other, there is a probability it will also interact with extrinsic motivation to supply a whole match connecting people to the organizational surroundings.

**Deci (2004):** Evidence suggests that employee demotivation can result from several negative factors that can harm its strategic objectives. Therefore, management should actively monitor the performance of staff and provide continuous feedback as to their progress, encourage, guide, and support staff along the way to enable their surpassing performance targets, consult with staff on the progress of their career action plans, and link identified needs with available organizational resources and solutions

**Motivational Theories**

The motivation of employees is an important key in our project and has a big influence on achieving the project goals.

The case study identifies an unmotivated employee, the level of his demotivation could be overstated by his basic needs. Motivating employees is necessary for achieving organizational and individual goals.

**Self –Determination Theory**: Focuses primarily on work productivity and increases work satisfaction towards intrinsic motivation and integration.

As project managerial leadership, we need to consider the factors that can motivate Kevin to assist him in minimizing the dissatisfaction and help him to stay motivated at his work, as well as knowing the cause of his demotivation.

**Intrinsic Motivation:** The employee is motivated by the work itself. It finds work interesting and enjoyable.

**Extrinsic Motivation:** Primarily focusing on output production and performance.

Motivating employees are essential and can be done by notifying them that the more energy he puts into their work, it will increase their performance and be awarded.

**Causality Orientation Theory:** This theory focuses on individual characteristics and behavioral factors that can affect employee behavior in the Organization.

**Basic Psychological Needs Theory:** Focus primarily on the promotion of an environment culture that emphasizes giving and receiving feedback and the adoption of positive reinforcement, techniques, in which appropriate behavior is rewarded.

There is a need to use a problem-solving technique, problem identification, definition, analysis, developing solution, recommendation equally implementing explanations as project manager and employee.

**Expectancy Theory for Motivation**: This theory assists management in promoting high levels of motivation in the organization. high level of expectancy focusing on Instrumentality, valence outcomes, etc. put them into different categories separating efforts, that contribute to motivation, employee performance, and output production. It is highly utilized by management in setting and planning performance goals and objectives etc.

 **Needs Theories:** Suggest that to motivate people, management must ensure what needs people are trying to satisfy employees within the organization

 The Theory of Equity focused on compensating employees for their performance

 by providing financial and non-financial incentives.

**The Goal-Setting** Theory also indicates that most managers contribute to increasing motivation and performance by ensuring alignment with organizational, departmental, team, and individual objectives when setting performance targets for each employee and their development career. Identifying resources needed for the achievement and definition of career concerns, and ensuring that the relevant issues are reflected in the performance appraisal program, etc. (SMART )

**Learning Theories:** These indicate that management provides employees with the tools needed that would contribute increase employee motivation in achieving the desired result target. It also suggests that management should have active communication of the expectations and implications of the performance management system. The key is that all employees must understand the importance of filing the main roles. It is done by relating the concepts to personal issues, explaining the issues, and applying the benefits of the system to future and current needs “ personal and professional development, positive attitudinal and behavioral changes, recognition, and rewards”.

Active encouragement of career planning and continuous self-examination development through traditional communication channels such as internal newsletter and staff notice boards. Promotion of an environment /culture that emphasizes giving and receiving feedback; and adoption of positive reinforcement techniques, in which appropriate behavior is rewarded, for example, an employee who constantly seeks feedback receives Honorable Mention in the Newsletter.

**Summarization of Leadership Theories**

**Authentic Leadership:** This theory facilitates the progression and development of their employee’s careers. Specifically setting targets or standards that are smart. Providing continuous feedback and evaluation of employee performance against the target.

 **Participative Leadership**: The leader makes decisions by soliciting input from employees. It allows the team to decide on how the task will be performed and the leader maintains how the members will evenly distribute the workload and control.

**Directive Leadership:** It encourages collaborative efforts in achieving clear and well-understood performance standards or targets. Employees are the organization's most asset and set smart performance targets that are aligned to the organizational strategic objectives.

**Distributive Leadership:** This style of leadership constantly supports, promotes, and reinforces performance standards, and enhances employee performance that will positively contribute to the organization maintaining its competitive position. It allows operational-level managers to perform roles.

**Visionary Leadership:** Focus on increasing the motivation of its workforce, maintaining, and retaining quality talented employees by strategically aligning individual goals to their vision. That will contribute to the achievement regardless of the challenges.

Being an effective leader has a lot of advantages for this project such as maximizing and exploiting the efficiency of the business to reach the project goals, handling problems, and building the morale of the staff such as in Kevin’s case, as well as providing guidance to the team, etc.

**Performance Management**

The performance management system that exists in the Turks and Caicos Islands National Insurance Board, was developed to ensure that all employees understood the policies and procedures clearly. It also serves as reference material in the development program for administrators and employees who will be participating in the system. Organizational culture refers to the set of beliefs, attitudes, actions, and behavior that typify the members of the organization. A performance culture is a variation on the theme and refers to the beliefs, attitudes, actions, and behavior that actively promote and reinforce the achievement of the organization’s goals. A performance culture is characterized by the predominant belief that organization members should :

1**-Tie performance to organizational goals and actively work towards the achievement of overall targets.**

1. Proactively seek and respond to feedback / self-development opportunities
2. Understand how their actions add value to the organization
3. See the benefits of change and willingly embrace it
4. Having a performance-oriented culture supports the achievement of performance goals of the performance management system. By :
* This leads to a common understanding of what the organization is about and the significance /impact of the individual contributions
* Creating an environment in which performance is looked at in terms of how things are done, not merely what is done.
* Encouraging employees to take responsibility for their performance and development.

**2- Developing an appropriate culture:**

 Culture techniques: Culture change cannot occur overnight. However, management can foster the development of an appropriate culture by promoting positive actions that seek re-in force the desired behavior. it is suggested that there should be :

* Clarity with regards to what should be aimed at and the changes to make
* Constant and consistent communication of the need for / benefits of change and the new values to emulate
* Establishment of a clear leadership structure, for example, a Performance-Based Management System (PBMS) Team with the authority at the highest levels of the organization
* Provision of appropriate guidelines to staff output focused job description, standards/ targets, etc
* Positive reinforcement for example ( recognition, rewards) for staff who demonstrate the desired behavior
* A monitoring and feedback system that will always monitor and evaluate progress regarding the change effort, and suggest corrective recommendations when progress seems to be behind the target.

**Key Success Factors**

The key to success in achieving sustainable culture change is the establishment /existence of a :

1. The supportive structure that constantly promotes and reinforces the new culture, having clear and well-understood performance standards/targets. There should always be active promotion by management of the new culture and consistency in the messages management sends.
2. A clear line in sight between the new culture and the way jobs are performed/standards expected. In short, how the new culture will impact daily performance needs to be understood.
3. Commitment and buy-in of all members of staff

Finally, all members of the organization must be seen to be involved in the process. As such change cannot be seen to be a process that is driven by the Human Resource Department alone, as line management must be seen to be a critical part of the leadership system.

**The stages in the managing performance :**

1. Identify and agree to performance objectives
2. Ongoing support & review of the performance
3. Formal review & appraisal performance

**Roles and Responsibilities**

The assignment in the filling of key role and responsibilities are essential to employee motivation and performance within the organization. These roles must be properly identified and communicated as the effective performance of the key tasks involved will support the goals and objectives of the organization. By Supportive Leadership, Motivation, and Team Building efforts; communicating reasonable expectations as to the behavior desired from each employee in the organization; leading to the alignment of corporate, individual, and team objectives; and enabling the creation of the “Buy-In” this is necessary to support appropriate culture.

The examination of roles and responsibilities of each stage

**Stage -1 Identify and agree with performance objectives:**

Outline line of sight between individual and strategic goals- provide a clear understanding to the staff of roles and importance of Employee's job in achieving objectives.

 Ensure alignment of organizational, departmental, team, and individual objectives when setting the performance targets of each member of staff and their development programs

Identify resources needed for the achievement of targets

 Define employees' career concerns and ensure that the performance appraisal program reflects the relevant issues.

**Stage -2 Ongoing Support and Review of Performance:**

 Actively monitor the performance of staff and provide continuous feedback as to their progress

Encourage, guide, and support the team along the way to enable their surpassing of targets

Consult with staff on the progress of their career action plans and link identified needs with available organizational resources/solutions.

**Stage-3 Review and Appraise Performance:**

Have objectives, fair and balanced basis for assessing performance as an example. One or two critical incidents should not be used to judge performance for the entire period. Similarly, appraiser biases such as personality preferences should be eliminated when appraising employees. The possibility of discrimination can be reduced using appraisal methods such as a standard, objective yes/no checklist. Setting smart performance objectives and recommended improvement options to be pursued

 Managers should also assist staff in getting access to these improvement options if available in the organization.

**Final stage - Responsibilities of the staff:**

The staff members should not be passive participants in the Performance Management Process. Instead, they should actively use it as a tool that facilitates the progression and development of their professional careers. Specifically, the performance management system targeted – the setting process should spur the result of a career action plan stating career goals and outlining the activities involved in attaining these goals and objectives. The continuous feedback and evaluation process should then measure actual progress against this plan and determine the revisions or self-improvement options to be pursued. Of note, staff should take responsibility for proactively seeking feedback on performance throughout the year and acting on the information obtained. Human Resources Department provides more information to manage the Appraisal system process.

The work planning process involves the identification of input requirements and activities that are required to achieve the final outputs and the desired outcomes. In doing so, the process takes into account the purpose of the job, the relationship with corporate, departmental, and section/ unit objectives and outputs.

The work planning activities which are relevant to the completion of the Performance Appraisal Form include:

* A review of the previous year’s performance against the targets
* Determination of the new targets and outcomes which should be “specific, measurable, achievable resourced and time-bound.”
* Analysis of the gap between the new and the previous targets
* A determination of the activities required to achieve the new targets
* A review of the standards of the activities and the finalization of the new targets.

In reviewing the resource requirements, the analysis should include :

1. Competencies such as these contribute to the achievement of both the intermediate and final outputs.

As a component of the overall performance management system, the organization conducts formal assessments of the job performance that are used to determine employees’ achievement against predetermined standards of their job and the overall organization. The performance management system for the respective organization requires that :

1. Assessments are based on the period April 1st to March 31st of the same year
2. Interim Appraisals be completed between October 1st and November 31st of each year.
3. Final appraisal of the performance of incumbents against the predetermined targets/standards is carried out during the period April 1st and May 31st of the preceding year, during which new objectives will be set in keeping corporate, departmental, and section unit objectives for the new year.

**Analysis of Findings**

**Point -1: Employee Dissatisfaction and no pay increases in years**

I found that 70.58% of the survey respondents strongly agree that the lack of trust leads to employee dissatisfaction. whereas23.53% were not applicable. Of these, most were females 41 and above.

**Significance:** Rewarding employees financially for their performance will tremendously increase their motivation levels. This contributes to an increased output towards the achievement of individual and organizational objectives, respectively. Research has shown that extrinsic rewards determine this level of motivation. Manolopoulos (2008), whereas his findings were also supported by Osterloh et al. (2001), and Ryan and Deci (2000), who had a different view of their findings. They stated that employees are motivated by the work itself and find it exciting and enjoyable.

**Point -2: Recommended strategies for addressing performance issues**

 I found that 70.58% of the respondents strongly agree that the identification and agreed performance objectives, supportive leadership, motivation, and team-building efforts are essential for this organization. 23.53% of the respondents suggest that ongoing performance reviews can assist management in minimizing or reducing employee dissatisfaction in the workplace.

**Significance**, research has also shown that addressing performance deficiencies is of great concern for any organization. Supportive leadership and upward communication are excellent initiatives for this organization, as the findings have indicated. The results from all survey respondents also indicate that several performance issues exist in the research organization. And immediate action is required. Any further delay in addressing the performance problems will create additional problems such as employee dissatisfaction, etc. Management should look at all matters, as they are of great concern. Not addressing them proactively will result in the organization not meeting the strategic goals. Research has also shown the development of an improved development performance plan is vital in addressing poor performance or underperformance. As an incentive to help motivate a demotivated employee providing intrinsic and extrinsic rewards supports this initiative. Van yperen and Hagedoorn's (2003) work had some disagreements with their findings, but Haines (2008) strongly agreed that it would contribute to work productivity and increase employee satisfaction. Research by Deci (2001) also supports this view.

**Point -3 Work Environment on employee performance**

This is what I found, 58.82%of the survey respondents strongly agree with supportive leadership, employee motivation, and team-building effort. Whereas 23.53 % also agree that the organization should facilitate a standard understating by others. And 5.88% disagree and 11.76% neither or disagree. Most of the return survey respondents were 41 and over with 25 years of experience.

**Significance:** The work environment negatively affects employee performance and development. Whereas the theory of self-determination suggests that intrinsic motivation is affected by the external environment through the power of sovereignty satisfaction, need, affinity, and perception of capability Grouzet et al. (2004), because an intrinsically motivated individual is autonomous while, self-determination theory theorized that extrinsic motivation might differ from the extent of which it is sovereign alongside governed Gagne and Deci (2005).

Herzberg (2003) also suggested the importance of motivating employees intrinsically. His study also revealed the extrinsic factors that reward employees for their performance. According to Deci et al. (2015),the whole exercise of motivation that is extrinsic frequently places people in a contract instead of the interpersonal attitude needed to boost the organization. He also said extrinsic motivation is measurable. They might support the relocation of unambiguous awareness but regularly fail in the field of unspoken understanding due to its emergent and imperceptible practice.

**Point -4 Recommended strategies for addressing performance issues in the workplace**

41.18% strongly agree that the research case organization should implement a performance management system. That will focus on quarterly and annual performance reviews. 29.41% disagree with this need. 23.53% of the respondents strongly agree that the research case organization should create a conducive work environment for learning and development. Whereas 5.88% of the respondents also agreed to develop an employee career development plan for the research case organization. Of these, most of the respondents were females from the selected population of Providenciales. Between the ages of 41 and above.

**Significance**: The findings confirm that 58% of the respondents rated management leadership and management skills as not practical. Osterlon and Frey (2000) said that some fundamentals should exist to guarantee a successful appliance of extrinsic motivating techniques in an organization. One employee could carry out the work, the employee receives the intrinsic motivator, and the organization may need an innovative society. Managers need to investigate the issues of de-motivation and how it influences organizational performance. In any organization, managers are always expected to uphold the law during work.

Additionally, managers must know the legal rights of employees to maintain an effective operation. The Fishbone cause and effect analysis diagram describe the causes and impact of the work environment and employee relations on employee performance and work productivity. It helped this study create a shared understanding of the problem statement, showing the correlation of factors impacting employee performance and work productivity within the organization.

Below is a cause-and-effect diagram showing these correlation results. Fishbone Diagram Cause and Effect Analysis

 ***Effects***

***No Company Policies No Performance Management System******Lack of******Communication***

***Causes***

***No employment contracts Appraisals are done No feedback on performance.***

 **No disciplinary policy Employee lacks knowledge Ineffective communication*.***

 ***No Employee Record System*  Unfair assessments are done Lack of communication skills*.***

***Problem statement: The impact of employee relations and work environment on employee performance and productivity***

 ***Low quality of applicants No promotion opportunities Breach of psychological contract***

 ***Low productivity Lack of Knowledge Laidback management style.***

 ***Lack of skills and knowledge Lack of trust Work Distractions.***

 **Employee Frustration Lack of positive support Informal groups**

***Lack of Motivation Employee Dissatisfaction Work Environment Distractions***

From what I have read and the analysis above managing performance in the workplace has become a vital issue for many organizations today, especially with the increase in diversification in talents to other areas and continents.

This problem has only increased. Here the need for employee relations has become vital. The above diagram underpinned all current issues that indicate the leading cause and effects. It also illustrates sub-employment factors that negatively impact performance and productivity.

The analysis concludes that the organization must appropriately be addressed all work problems. Failure to do so can result from organizational goals and objectives not being achieved. The fishbone application technique was most appropriate for identifying the main issues in this organization.

**Conclusion**

This course on concepts of motivation and performance within an organizational setting. The ability to analyze the degrees of change in leadership profiles from before current and its implications for leadership development. Understanding the importance of vision and the analysis of various aspects of a vision. The ability to examine the components of effective goals, differentiate individual and group goals, and their impact on personal productivity.

 Understanding of the critical aspects of delegating as a leader, motivational theories to be applied as a leader, challenges associated with delegating, and examination of situational leadership and current leadership practices. This course further increases my knowledge of the fundamentals of ethical leadership, and its practices in the workplace. Finally, understanding the benefits of community and servant leadership skills and their principles( benefits of community service, service leaders and their responsibilities enriches leaders in the organization.

This study seeks to address the problem statement, not merely transform it. The aim was to determine whether employee relations and the work environment can affect employees' motivation and performance within any organization.

A bibliographical record was kept of all academic sources used in this study. An analytical and critical approach was adopted, not merely the description or explanation. However, it was possible to show any disagreements between the authors. In this way, it was directly informing the research aims, objectives, and questions alike.

The Fishbone cause and effect analysis diagram gives a pictorial view of organizational system and employee relations on employee performance and work productivity. It helped this study create a shared understanding of the problem statement, showing the correlation of factors impacting employee performance and work productivity within the organizational setting.

**Summary of the Main Findings**

 The study findings have confirmed that 70.58% of the respondents strongly agree that the level of feedback from managers and supervisors has negatively impacted employee performance and work productivity.

 23.53% also agreed that unprofessionalism, lack of trust, ineffective leadership, work distractions, and lack of a performance management system contributed to significant causes and effects of employee demotivation and dissatisfaction. 5.88% of the respondents skipped the question.

The selected respondents are from the public and private sectors. It was revealed that this organization does not value its employees and has no financial or non-financial benefits. The study also revealed that the organization does not operate a performance management appraisal system to help them effectively address all performance issues or problems that currently exist with the view to identifying ways to improve poor performance. Therefore, implementing a performance management appraisal system will help management achieve higher standards of performance and strategic objectives.

**Strengths and Weaknesses of the study**

This research was limited to desk research only for the foreseeable future etc., in the wake of the current and changing legislation. The researcher had to reach most of the participants via email; this was one of the key challenges in collecting the primary data. The researcher considered a few alternative ways of obtaining data.

Some obstacles presented were the length of the survey. Some did not respond, did not provide email addresses, blocked the survey from reaching the targeted audience, and therefore, the writer received a low survey response.

The survey strategy was a safe method for collecting the primary data for myself and the participants. It was challenging collecting preliminary data, but in the wake of the current Pandemic, the study concentrated on desk research using a mixed-method approach. All other options, such as interviews and focus group discussions, were no longer an option.

The learning gained an understanding of key concepts of how countries interact on an international level. The impact of Industrial Relations and law brings countries closer where each country depends on each other for trade.

Secondly, the importance of operating ethically, making the employee relations align with the code of ethics that sets standards to be complied with. Thirdly, the cultural and social influences if not respected, can negatively affect the employment relationship. Fourthly, Communication is an important ingredient that contributes to effective good industrial relations for parties involved in the process. Also, governmental policies and regulations play an important role in industrial relations by influencing their political and employment policies, whether they are isolationist, conservative or liberal, etc. In summarizing all the key concepts in industrial relations and law management, I am now able to expand my knowledge in exponential growth in forming my own business and contributing to the

This course has prepared me with an extensive level of knowledge that can assist and make valuable contributions to the organization's strategic goals and objectives. Increase in work efficiency and effectiveness. An increase in employee motivation will drive up work productivity and satisfaction. Finally, the ability to create an environment where people can grow intrinsically and professionally.

**RECOMMENDATIONS**

The study recommended that the organization implement an effective Performance Management and Appraisal System that will assist the organization in evaluating performance on a quarterly and annually basis. The system will also help in determining whether strategic goals and objectives are being met or not. Finally, management should provide a mechanism for managing employee expectations of both parties involved in this relationship. (Psychological Contract).Determine whether performance objectives are being met. Understand the employees' critical areas of accountability. Make qualified decisions within the employees' competencies and avail them of learning and development opportunities to meet their performance targets competently.

**Future objectives to be implemented by the organization**

* The establishment of an effective performance management system and learning culture**.**
* Encourage upward communication and the adaptation of a participative and democratic leadership style in alignment with the organization's strategic direction.
* Manage, and encourage jobholder’s development needs; evaluate performance fairly and objectively. (Job Description and Job Specification)
* Recognize fully effective and better performance categories and manage classes of performance that are not fully effective and lower.

**Assignment Limitations**

Our assignment is only for the foreseeable future etc., in the wake of the current and changing legislation. The researcher had to reach most of the participants via email; this was one of the key challenges in collecting the primary data.

**Suggested Area for Further Study**

The study explored the only impact of employee relations, and work environment on employees' performance within an organizational setting. Therefore, other researchers should conduct investigations in other organizations or institutions, including the Turks and Caicos Islands. Also, further study should explore the advantages and disadvantages that the organizations reap from improving work culture and performance culture.

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STATEMENT OF ORIGINALITY

**Student Name:** Dexter Jermaine Parker

**Student ID number:** UD7228BHUB1442

**PROGRAM:** Doctorate Degree in Human Resource Management and Development

**SCHOOL:** Business and Economics

**Assignment Title: (**Motivation and Performance )

This Course Work assignment is a result of my work. All academic sources used in this study are fully acknowledged and disclosed, in line with the M.L.A. System Referencing.

**Student Signature Date:** May 2nd , 2022

Dexter Parker