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Impact of Employee Motivation on Employee Performance: With Special Reference to Faculty Lecturers of SLITHM

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The study was based on the evidences that showed an issue of employee de-moralized behavior due to various factors which are mainly originated from the administration system of the institute. According to the preliminary study which was conducted by the researcher, it was identified that, the opportunities to promote for the higher level is very low and also they are not satisfied with the financial and the non-financial incentives received from the institute.

Keywords: motivation, intrinsic, extrinsic, employee performance, empowerment, employee recognition.

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Impact of Employee Motivation on Employee Performance: With Special Reference to Faculty Lecturers of SLITHM

R. M. U. R. K. Rathnayaka [α] & W. H. T. Madhuhansi [σ]

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The study was based on the evidences that showed an issue of employee de-moralized behavior due to various factors which are mainly originated from the administration system of the institute. According to the preliminary study which was conducted by the researcher, it was identified that, the opportunities to promote for the higher level is very low and also they are not satisfied with the financial and the non-financial incentives received from the institute.

Non-probabilistic convenience sampling technique has applied for the study to select sample respondents. It has selected 15 respondents out of the 55 lecturers of population. The research problem which has centered for the study is to identify "How extent the employee motivation on the employee performance with special reference to SLITHM. Intrinsic motivation and the extrinsic motivation have taken as the independent variables of the study and the employee performance has taken as the dependent variable of the study. Five research objectives including the key objective has developed for the study and 06 hypotheses were made for the study. Descriptive statistics have used to analyses the data with the aid of SPSS statistical package.

According to the study findings, there's a strong uphill positive linear relationship in between the incentives to the employee performance, Employee recognition to the employee performance and Empowerment of employees to the employee performance.

Keywords: motivation, intrinsic, extrinsic, employee performance, empowerment, employee recognition.

I. Introduction

The Sri Lanka Institute of Tourism & Hotel Management (SLITHM) is the only Government approved premier Institute in Sri Lanka with the purpose of providing professionally trained manpower for the tourism and hospitality industry. SLITHM was established by the government in 1964 and it is currently managed by the Ministry of Tourism Development and Christian Religious Affairs. Over the years SLITHM has fine-tuned its programmes to meet the specific needs of Sri Lanka and Asia changing industry wide market needs and new schemes of training are introduced frequently with opportunities to specialize in industry specific areas. The scheme allows students to be more flexible in the choice of training and provides multiple entries-exit points. It also recognizes prior learning, which benefits those who have gained hands on experience in the industry and who wish acquire further knowledge through a sound professional qualification.

The institute is fully committed to enhance the manpower standard of Sri Lanka up to the global standards in order to gain the maximum opportunities from the expanding tourism sector in Sri Lanka. Hence, the lecturers of the institute should focus more on providing a strong, updated and effective professional training to fulfill the rapid increasing requirements of both local and international hotels and tourism industries. But at present, there can be seen a lot of discrepancies inside SLITHM and the performance of the lecturers is not in a satisfactory level. Motivation is one of the major causes affect to the performance. Motivation is something that moves the person to action and continues him the cause of action already initiated.

Motivation has the role to develop and intensify the desire of every member of the organization to work effectively and efficiently in his position. Even though money occupies a major place in the mix of motivators, money alone cannot motivate employee. Performance is an evaluation of the results of a person's behavior. It involves determining how well or poorly a person has accomplished a task or done a job. Motivation is only one factor among many that contributes to an employee's job performance. All thing being equal, one would expect a highly motivated teacher or an officer would deliver high-quality teaching or service than those poorly motivated teacher or officer. All things however, are not always equal because so many factors affect performance – factors such as personality, the difficulty of the task, availability of resources and working conditions. To attain high levels of performance as an employee and manager, you must be sure that you and your employees have the ability, motivation and the

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resources to meet objectives. When performance is not at the standard level or above, you must determine which performance factor needs to be improved and improve it (Lussier, 2005). Therefore, this research basically shows how the employee motivation affects the employee performance with special reference to Sri Lanka Institute of Tourism and Hospitality Management.

II. Research Problem and Justification

As the only one premier institute for tourism and hospitality training approved by the government, SLITHM should be an outstanding and unique institute by providing an unmatched service to the students. The researcher observed that there is a big issue with the interaction of lecturers with students. According to the observations of the director of the institute, there is a big issue with retaining the lecturers at the institute before or after the lectures. Because of this situation, the interaction of the lecturers and students are low and also lecturers' contribution to the institute is less. This situation is not good for SLITHM since the lecturers should contribute their maximum not only for the lectures but lecture related activities of the institute too such as syllabus revision, participating in meetings, organizing conferences and other programs etc. when investigating this situation in deep, the researcher could understand that one of the major reasons for this can be lack of employee motivation. Therefore, the research problem can be constructed as "The impact of employee motivation on employee performance: with special reference to Sri Lanka Institute of Tourism and Hospitality Management".

III. Objectives of the Study

a) General Objective

To determine the impact of Motivation on Employee Performance in SLITHM.

b) Specific Objectives

1. To identify the significance of the extrinsic motivational factors on employee performance in SLITHM.
2. To identify the significance of the intrinsic motivational factors on employee performance in SLITHM.
3. To determine the methods by which the motivation can be improved in order to improve the employee performance of SLITHM.
4. To recognize the activities that can be implemented for the employee performance of the academic staff of Sri Lanka.

c) Hypotheses of the study

H1: Salary significantly impacts on employee performance of SLITHM.

H2: Incentives significantly impacts on employee performance of SLITHM.

H3: Festival Advance significantly impacts on employee performance of SLITHM.

H4: Employee recognition factors significantly impact on employee performance of SLITHM

H5: Empowerment factors significantly impact on employee performance of SLITHM

H6: Career development factors significantly impact on employee performance of SLITHM

IV. Research Methodology

The Sri Lanka Institute of Tourism & Hotel Management (SLITHM) is the only Government approved premier Institute in Sri Lanka with the purpose of providing professionally trained manpower for the tourism and hospitality industry. SLITHM was established by the government in 1964 and it is currently managed by the Ministry of Tourism Development and Christian Religious Affairs. The institute is fully committed to enhance the manpower standard of Sri Lanka up to the global standards in order to gain the maximum opportunities from the expanding tourism sector in Sri Lanka. Hence, the institute is providing a strong, updated and effective professional training to fulfill the rapid increasing requirements of both local and international hotels and tourism industries.

Because of the need of facilitating more and more students with the high expansion of the hotel and tourism industry in Sri Lanka, SLITHM has set up provincial schools in some districts too. The 1st satellite school was establish in 1987 in kandy in 1990 Anuradhapura.1991 in waligama.2000 in Bandarawela. 2002 in Rathnapura. 2015 in kurunegala. 2016 in pasikuda. In 2005 the hotel school was renamed as Sri Lanka Institute of Tourism and Hotel Management. In 2006 this institute was recognized as a separate organization directly coming under the ministry of tourism. In 2012 the institute Diploma was recognize by the University of Colombo as an entry qualification for those student who are willing to follow a master Tourism and Hospitality in faculty of economic in Colombo University.

In the beginning, the institute focused on training only the students who worked in top management and middle level management positions providing the manpower training for the various departments in the hospitality industry. Over the years SLITHM has fine-tuned its programmes to meet the specific needs of Sri Lanka and Asia changing industry wide market needs and new schemes of training are introduced frequently with opportunities to specialize in industry specific areas. The scheme allows students to be more flexible in the choice of training and provides multiple entries - exit points.

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The vision of SLITHM is "To be the Center of Excellence in Training and Education for Human Resource Development of Tourism and Hospitality Industry in Asia" while the main objective is "to taking Sri Lanka to global heights". The key values of the institute are Quality, Equity, Integrity and Sustainability.

Although SLITHM is the premier institute in tourism industry of Sri Lanka, there are some noticeable discrepancies especially in academic sector positions. Further, since there is no human resources management department, a well structured, stable and maintained curriculum is not available. As a result of all these problems, the lectures are behind the standard level. Therefore, the researcher assumes that there is a problem of motivation behind the lack of employees' performance. Therefore, the results taken by this research will help SLITHM to strategically manage the institute and achieve the success. Therefore, the research site can be taken as SLITHM.

V. Sample Plan

The sample plan consists with population, sampling method and data analysis.

a) Population

Smith & Albaum(2010) defines population as the group of people where the researcher is interested in conducting the research and this may be a set of individuals, households or businesses. Since this research is about the motivation and performance of the employees, fifty five (55) the lecturers of all the braches in Sri Lanka can be considered as the population.

b) Sampling Method

A Sample of fifteen (15) lecturers was calculated under the convenience sampling method which is a type of non probability sampling method. In convenience sampling method, the sample is extracted by considering the ease and convenience than from random sampling. This is often used in pilot studies, short term projects which have time constraints to conduct the research (Greener, 2008). Hotel Reception, Housekeeping, Food & Beverage and Professional cookery sections were taken into consideration as they are the core departments to compile & function a hotel. In selecting the sample, following criteria were considered. He /she should be a permanent lecturer He /she should have at least one year experience in SLITHM.

c) Data analyzing methods

Data gathered through the structured questionnaire was entered in to SPSS 21.0 software (the statistical package for the social sciences) computer based programme and researcher used reliability analysis, factor analysis and mainly the multiple regression analysis.

d) Literature Review

Employee motivation depends on a constrain that pushes individuals to make a specific employment decision, stay at the employment, and put in effort (Simons and Enz, 1995). Motivational need scholars determine that a need can advance from physiological or mental insufficiencies that stimulate conduct (Ramlall, 2004). According to Ramlall (2004) Employee motivation require theories are characterized by as "internal factors that energize behavior." Another meaning of Employee motivation is characterize d by Robbins (1993) (as refered to in Ramlall, 2004) as: "the ability to apply high levels of exertion toward hierarchical objectives, molded by the exertion's ability to fulfill some person require." Therefore to draw in the act of rousing Employees, employers must comprehend the unsatisfied needs of the Employee gatherings. Unsatisfied necessities can be characterized as "pressure that empowers drives inside the individual," (Ramlall, 2004). In this setting this kind of pressure presents an objective for the specialist on the grounds that the laborer does "seek" conduct to fulfill the insufficient need, in this way decreasing the saw strain (Ramlall, 2004).

e) Maslow's Theory

As indicated by Maslow (1943) human needs can be masterminded in a progressive way with lower level needs being an essential of higher request needs. The base level comprises of physiological needs, i.e.: sustenance what's more, haven. After an individual has finished satisfaction of the physiological needs, the following level advances to needs comprising of: safety and security needs. Requirements for adoration, affection, and belongingness exist in the level above wellbeing and security, and starts to begin higher level needs as the two base levels were physical necessities. This next level above social needs comprises of conscience and regard needs. After these requirements are met the last level comprises of the requirement for self- actualization, to be totally created as a man. (Maslow, 1943) According to Maslow, (as refered to by Tesone, 2005) self-actualization or sense of ego requirements would never be completely fulfilled. Champagne and McAfee in their book, Motivating Strategies for Performance and Efficiency: A Guide to Human Resource Development, (as refered to in Ramlall, 2004), given a rundown of Employee needs in view of Maslow's hierarchy. Be that as it may, contingent upon the laborer and organization, these needs can fluctuate (Ramlall, 2004).

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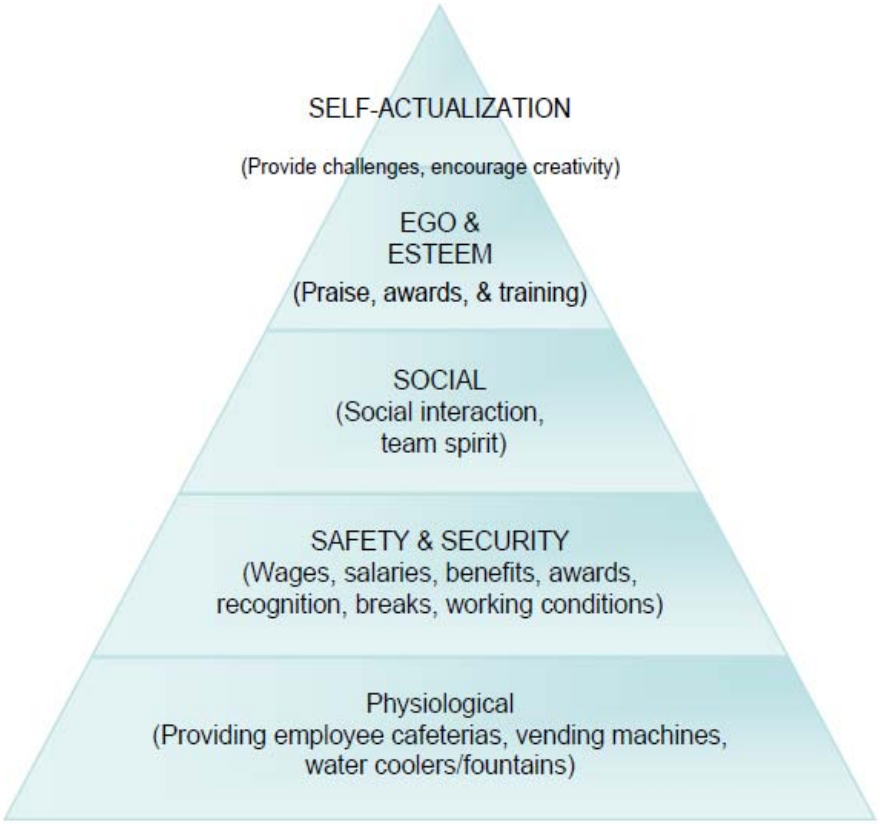
f) Maslow need hierarchy



Source: Maslow's Hierarchy of Needs applied to employees, adapted from Champagne & McAfee, (1989), (as cited by Ramlall, 2004).

Previous studies founded by Steers and Porter (as refered to by Ramlall, 2004) expressed that chiefs have the obligation to make legitimate atmosphere with the goal that Employees may create to their maximum capacity. This requirement for self- completion could possibly be accomplished in a "solid" workplace (Schrage, 2000). Notwithstanding, Maslow states that in spite of the fact that the working environment may offer chances to become self-realized, numerous people don't (Schrage, 2000). Employee motivation requires theories suggest that people have an inherent need to, "develop or advance on individual levels," (Tesone, 2005). There is a preface that Employees that are more joyful will be more productive. In a similar thought there is verbal confrontation that cheerful Employees are most certainly not beneficial (Saari and Judge, 2004).

g) McClelland's Theory

McClelland's (1961) in a content titled "The Achieving Society," takes note of that Freud spearheaded the idea that one need may satisfy different intentions. McClelland characterized needs into three classes: 1.) the requirement for accomplishment, 2.) the requirement for organization, and 3.) the requirement for power. (McClelland, 1961) The accomplishment need is portrayed as a yearning for accomplishment, consolidated with different impacts for example, social endorsement, and capacity. The connection need is portrayed as a worry for building up, keeping up, or reestablishing positive connections. Individuals with affiliation necessities are looking for endorsement (McClelland, 1961). The requirement for power is depicted as a superior individual that can control or impact a subordinate. McClelland states that these needs can impact their administration style. High connection individuals have a tendency to not perform well as supervisors in view of their need to keep up positive social connections. People with high power needs and low organization have a tendency to be fruitful pioneers, while individuals with high accomplishment needs have a tendency to perform well as business visionaries (McClelland, 1961; Ramlall, 2004.) Ross (1992) chosen to investigate McClelland's require theory into four measurements comprising of achievement, affiliation, dominance and autonomy. Ross examined these needs utilizing a test approved by Steers and Braunstein (as refered to by Ross, 1992) measuring these four measurements in the work environment called the Manifest Needs Questionnaire. Potential Employees of the neighborliness business

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which were understudies in their last year of secondary school in Australia were reviewed. The concentrate presumed that these understudies felt that the four needs of: accomplishment, alliance, strength and self-sufficiency were essential and ought to be perceived in running a tourism organization (Ross, 1992)

h) Herzberg's Two Factor Theory

Herzberg started investigate on variables that influence work motivation in the mid 1950's (Ramlall, 2004). Herzberg (1959) built up his two element theory gotten from work of Mayo and Coch and French (as refered to by Herzberg, 1959). Mayo (as refered to by Herzberg, 1959) found that connections between workers and their supervisors had a greater amount of an impact on laborer yield than any sort of control of natural conditions. Mayo additionally found that casual affiliations of a gathering of men can impact efficiency levels (as refered to in Herzberg, 1959) While developing these elements Herzberg (1959) found that a few elements were "fulfilling" and others were "disappointing." These variables moved toward becoming vital to the theory and wound up plainly known as "motivations" that bring work fulfillment and "Hygiene" calculates that brought work dissatisfactivity (Herzberg, 1959). Work motivations had a tendency to be natural for the matter of the employment. These motivations comprised of: accomplishment, acknowledgment, the employment itself, responsibility, work progression, and development (Ramlall, 2004).

Table 1: Two factor Theory examples

Motivators	Hygiene factors
Achievement	Company policies
Recognition	Salaries
The work itself	Co-worker relations
Responsibility	Supervisory Styles
Advancement	
Growth	

Source: Steers, as cited by Ramlall 2004

i) Theory X and Y

Weaver (1988) holds McGregor (1960) in disdain for Theory X and Theory Y. Theory X is a the traditional management theory depicted by three assumes as: that people hate work and will keep away from it when they can, because of the confidence in introduce one, "people must be forced, controlled, coordinated, undermined with discipline to get them to given sufficient exertion something to do," and people have a feeling to being coordinated, keep away from obligation, have little aspiration, and craving security, (McGregor, 1960; Bobic and Davis, 2003). Theory X accept that all specialists are sluggish and require negative support to accomplish comes about (Weaver, 1988). Theory Y contains six presumptions: the normal human does not contempt work and will exhaust physical and mental vitality in work as actually as play or rest, people will practice discretion and self-bearings to the goals that they are submitted so outside control and risk of discipline is not by any means the only approach to bring exertion toward the organizational objectives, the sense of duty regarding goals is a component of the prizes related with their accomplishment, the normal human learns under legitimate conditions to acknowledge and look for duty, the ability to exercise a high level of creative ability, inventiveness, and innovativeness in the arrangement of hierarchical issues is generally, not barely dispersed in the specialist populace and under the states of present day modern life, the scholarly possibilities of the individual are just halfway used, (McGregor, 1960; Bobic and Davis, 2003). Theory Y expect that in light of the fact that specialists are there that they want to perform and this employments encouraging feedback (Weaver, 1988).

VI. Intrinsic Motivation

Intrinsic motivation can be identified as the doing of an act for its intrinsic satisfaction instead of for some distinguishable outcome. Whenever intrinsically inspired a man is moved to represent the fun or test involved rather than in light of outside goads, weights, or rewards. The marvel of inborn motivation was first recognized inside test investigations of creature conduct, where it was found that numerous life forms participate in exploratory, energetic, and interest driven practices even without fortification or reward (White, 1959). These unconstrained practices, in spite of the fact that unmistakably presenting versatile advantages on the life form, show up not to be accomplished for any such instrumental reason, but instead for the positive encounters related with practicing and developing ones capacities. In people, intrinsic motivation is not by any means the only type of motivation, or even of volitional movement, however it is an inescapable and essential one. From birth ahead, people, in their most beneficial states, are dynamic, curious, inquisitive, furthermore, lively animals, showing an omnipresent availability to learn and investigate, furthermore, they don't require incidental impetuses to do as such. This intrinsic motivational inclination is a basic component in subjective, social, and physical improvement since it is through following up on one's inalienable advantages that one develops in learning and aptitudes. The slants to appreciate curiosity, to effectively acclimatize, and to imaginatively apply our aptitudes is not restricted to youth, in any case, is a critical component of human instinct that influences performance, steadiness, what's more, prosperity over life's ages (Ryan and LaGuardia, in press).

Intrinsic motivation has been operationally characterized in different ways, in spite of the fact that there have been two measures that have been regularly

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utilized. Essential trial explore (e.g., Deci, 1971) has laid fundamentally on a behavioral measure of inborn motivation called the "free decision" measure. In analyses utilizing this measure members are presented to an assignment under fluctuating conditions (e.g., getting a reward or not). Taking after this period, the experimenter tells members they won't be made a request to work with the objective errand any further, and they are then taken off alone in the trial stay with the target assignment and different exercises. They in this manner have a period of "free decision" about whether to come back to the movement, and it is expected that, if there is no extrinsic motivation to do the undertaking (e.g., no reward and no endorsement), then the additional time they go through with the objective errand, the all the more intrinsically propelled they are for that undertaking. This measure has been the pillar through which the progression of intrinsic motivation have been tentatively examined.

Although intrinsic motivation is unmistakably an essential kind of motivation, the vast majority of the exercises individuals do are not, entirely, intrinsically persuaded. This is particularly the case after early adolescence, as the opportunity to be naturally persuaded turns out to be progressively abridged by social requests what's more, parts that oblige people to accept accountability for non-intrinsically intriguing errands. In schools, for instance, it creates the impression that inborn motivation winds up plainly weaker with each propelling evaluation.

VII. Extrinsic Motivation

Extrinsic motivation is a fabricate that relates at whatever point a development is done remembering the true objective to accomplish some unmistakable outcome. Outward motivation distinguished distinctively in connection to intrinsic motivation, which suggests doing a development basically for the take pleasure in the activity itself, rather than its instrumental regard. Regardless, not in the slightest degree like a couple perspectives that view extraneously pushed lead as invariantly non self-sufficient, SDT recommends that outward motivation can move uncommonly in the amount it is independent. For example, an understudy who completes his work just in light of the fact that he fears parental endorsements for not doing it is extraneously influenced in light of the way that he is making the vital strides all together to fulfill the separable aftereffect of keeping up a key separation from endorsements. Likewise, an understudy who takes the necessary steps since she actually trusts it is significant for her picked vocation is likewise outwardly roused on the grounds that she too is doing it for its instrumental esteem instead of on the grounds that she thinks that its fascinating. Both cases include instrumentalities, yet the last case involves individual underwriting what's more, a sentiment decision, while the previous includes insignificant consistence with an outer control. Both speak to purposeful conduct, however the two sorts of extrinsic motivation change in their relative self-sufficiency. Given that huge numbers of the instructive exercises endorsed in schools are most certainly not intended to be naturally fascinating, a focal question concerns how to rouse understudies to esteem and self-direct such exercises, and without outside weight, to do them all alone. This issue is portrayed inside SDT as far as cultivating the disguise and incorporation of qualities what's more, behavioral directions (Deci and Ryan, 1985). Disguise is the procedure of taking in an esteem or direction, and joining is the procedure by which people all the more completely change the direction into their own particular so that it will exude from their feeling of self. Considered as a continuum, the idea of disguise portrays how one's motivation for conduct can go from a motivation or unwillingness, to inactive consistence, to dynamic individual duty. With expanding disguise (and its related feeling of individual responsibility) come more noteworthy diligence, more positive self-perceptions, furthermore, better nature of engagement.

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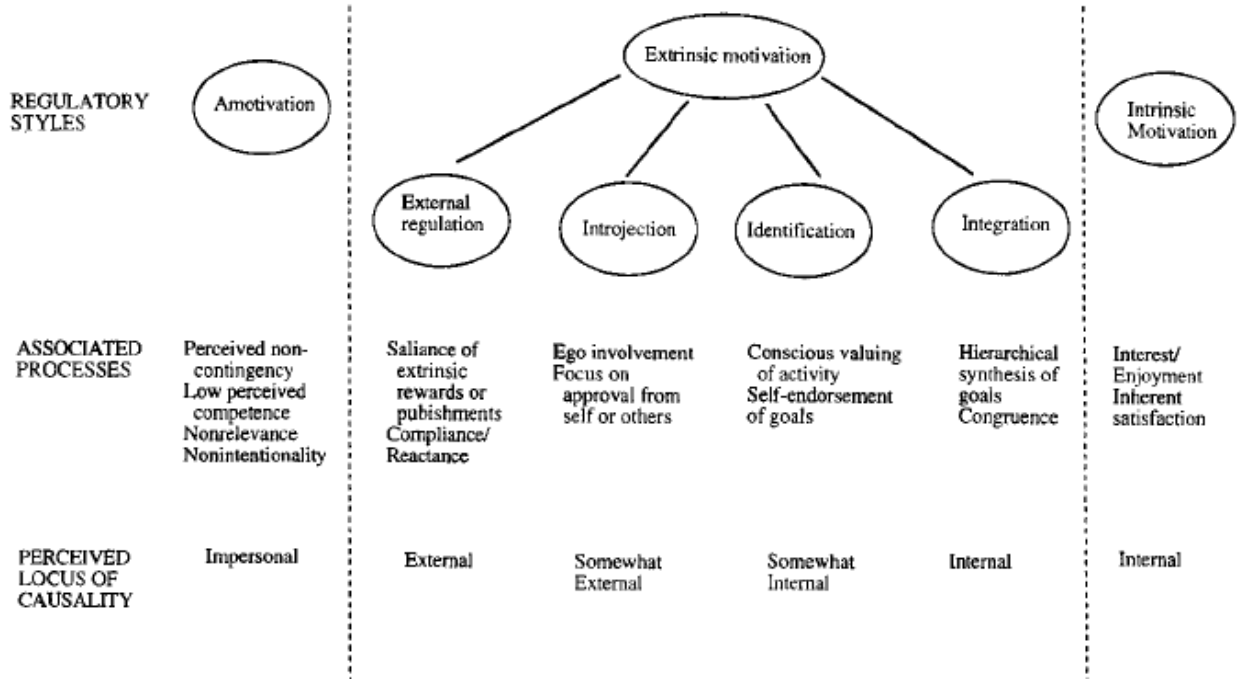
a) Intrinsic and extrinsic Motivation



Taxonomy of human motivation

VIII. Employee Performance

Performance of the worker is considered as what a employee does and what he doesn't do. Employee performance includes quality and amount of yield, nearness at work, accommodative and supportive nature and convenience of yield. As per the consequences of the review led by Yang (2008) on individual performance demonstrated that performance of the people can't be checked. So also he affirms that organizations can utilize coordinate rewards and rewards in view of individual performance if worker performance is perceptible (Yang, 2008). In accordance with Yang (2008), Bishop (1987) researched worker performance and uncovered that affirmation what's more, acknowledgment and reward of performance of workers direct the separation between employee profitability. Good and efficiency of workers is profoundly affected by the adequacy of performance of an organization and its reward management framework (Yazıcı, 2008). To fulfill consumers, firms do much exertion yet don't focus on fulfilling workers. Be that as it may, the reality is that client would not be fulfilled until and unless employees are fulfilled. Since, if workers are fulfilled, they will accomplish more work in this manner eventually consumers will be fulfilled (Ahmad, 2012). Worker performance is really impacted by motivation on the grounds that if employees are persuaded then they will do work with more exertion and by which performance will eventually enhance (Azar and Shafighi, 2013)

a) Data Analysis

This chapter presents and analyzes the actual data that the researcher gathered through the email survey from the SLITHM. The demographic analysis was conducted to gain more insight about the sample and mainly, Pearson correlation test was conducted to test the relationship between the dependent and the independent variables. The understanding of each dimension and the dependent variable as well with each other dimensions can be tested to understand the relationship and the relative strengths.

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Testing Hypotheses

Hypotheses	Test result (Pearson correlation)	P Value	Status and description
H1: There is a significant relationship between Salary and the employee performance of SLITHM.	.411	.128	Although the variable is not significant, still there is a weak uphill positive relationship in between the salary and the employee performance
H2: There is a significant relationship between Incentives and the employee performance of SLITHM.	.764**	.001	Variable is significant, and there is a strong uphill positive linear relationship in between the incentives and the employee performance.
H3: There's significant relationship between Employee Recognition and the employee performance of SLITHM	.938**	.000	Variable is significant, P=0.000 and there is a very strong uphill positive linear relationship in between the employee recognition and the employee performance
H4: There's significant relationship between Empowerment and the employee performance of SLITHM.	.916**	.000	Variable is significant, P=0.000 and there is a very strong uphill positive linear relationship in between the Employee Empowerment and the employee performance
H5: There's significant relationship between Career Development and the employee performance of SLITHM.	.139	.000	Variable is insignificant, P=0.622 and there is a very low uphill positive linear relationship in between the Career Development and the employee performance.

IX. Conclusion

From the study findings and base on the objectives of the study, it can be concluded that incentives as intrinsic motivational factors and employee recognition and empowerment as extrinsic factors were the main sources of motivation for them. On employees" satisfactions, it can also be concluded that, as much as salary, festival bonus and career development lead to their satisfaction, the kind of employee recognition, empowerment of employees, and incentives are factors for major dissatisfaction. Finally, it can be concluded that the performance factors combines with favorable motivational factors have effects on performance and vice versa. Therefore, there is a relationship between motivation and performance, and motivation does have effect on employee's performance.

X. Recommendations

1. The study has also revealed that the motivation level is low in the area of incentives. SLITHM appears to be paying lower incentives. It is therefore recommended that SLITHM (management) should consider as a matter of urgency, the need to make upward adjustment in incentives which will go a long way to increase the motivation level of the lecturers.
2. The study reveals that there is a positive relationship between employee recognition and employee performance. By providing more opportunities for the employees to showcase their talents and shine, both the employee and the institute can enjoy the benefits. For this, it is important to ensure that the programs utilize appropriate rewards for relevant achievements. The institute should commence some programs in order to improve morale by making workers feel more appreciated, reward quantifiable achievements, give lecturers rewards that they care about etc.
3. Employee empowerment is a means by which individuals are given the authority to analyze situations autonomously and take proactive decisions. The actions that can be taken by SLITHM to improve employee performance through increasing empowerment are mentioned below.

- Granting sufficient authority- The employees can be empowered by providing them adequate authority to decide on how to complete their tasks. The organization should be aware that they have not only tasks and responsibilities but also the authority to complete the required tasks.
- Providing adequate information and resources- The employees are not able to perform the tasks well if they do not have enough information and resources. Therefore, SLITHM should concentrate on providing adequate suitable resources and information to the employees so that they become empowered.
- Building employees' confidence- Providing growth opportunities to the employees by giving them more challenging tasks. This demonstrates that the institute values its employees and their personal development.

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- Encourages In-The-Moment Feedback – Employee surveys should be conducted from time to time and on-the spot feedback surveys are one of the best ways for this. This will enable the employees to communicate workflow issued to one another, so that proper action can be taken right away.
- Participative decision making- The employees should be given opportunity to participate in important decision making with the management of SLITHM. Since there are some big issues with the lecturing procedures, syllabus revising etc, the SLITHM should focus more on this.

4. Although the other three variables of motivation(Salary, Festival Bonus and Career Development do not have significant relationships with employee performance, the SLITHM should give at least a lesser attention to them also.

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