

# Job Motivation and Job Performance: A Case Study of the Maldives' Energy Sector Employees

Shamma Adam Solih<sup>1</sup> and Azra Abdul Sattar<sup>2</sup>

## Abstract

Organizations maintain employee motivation in order to increase output and performance. When there is a lack of employee motivation within a company, employees' potential and skills are underutilized and the employees are unable to accomplish organizational goals. The purpose of this study was to determine the level of motivation among staff of an urban electricity company in the Maldives, and to explore the relationship between the job performance and their motivation. A survey questionnaire was used for data collection. The results showed that there is a significant and favorable relationship between employee motivation and performance. However, with a correlation  $r_s(125) = .38, p < .001$ , these two variables do not appear to be strongly correlated. Further analysis indicates that women had lower motivation than men. This is concerning since women are severely under-represented in the energy sector. Factors which may negatively influence the culture of reciprocity to work beyond work contracts for the benefit of the company, also need to be investigated further.

**Keywords:** motivation in the workplace, employee performance, relationship, energy sector, employees

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1 Shamma Adam Solih successfully graduated from the Bachelor of Psychology program at Villa College in December 2023. She is currently pursuing her Master's degree in Health and Clinical Psychology at Eötvös Loránd University in Hungary. Correspondence concerning this article should be addressed to Shamma Adam Solih email: fatmatsham9999@gmail.com

2 Azra Abdul Sattar works as a lecturer at Faculty of Educational Studies (FES), at Villa College. Email: azra.abdul@villacollege.edu.mv

## Introduction

Energy companies are under increasing pressure to meet consumer demands for greener, cost-effective, and sustainable energy supplies. They also have to respond to local and international regulatory frameworks, and environmental initiatives such as United Nations' sustainable development goals (SDGs). Organizational agility achieved through workforce agility is essential for the elevated level of responsiveness demanded of energy companies. This requires intrinsic motivation of individual staff, and structural and psychological empowerment for increased team performance (Grošelj, Černe, Penger, & Grah, 2021; Kanter, 2008; Spreitzer, 1995).

Employee work performance, loyalty, and productivity are also interlinked to the company's profitability, customer satisfaction, and its brand image within modern organizations. Motivated employees not only work to improve their task performance but also undertake more contextual performance such as teamwork and do tasks that are undesirable, to achieve company goals and to maintain the company's reputation (Myilswamy & Gayatri, 2014). Company reputation and company corporate culture need to be maintained to keep and attract talented employees (Pandita & Ray, 2018).

Staff motivation is a critical component within the management's control and direction functions which can influence employees' attitudes toward their jobs and job responsibilities. Psychological, financial, and physical needs of staff vary depending on age, gender, education, skills, and expertise. Different individuals may seek different rewards in terms of pay, bonuses, pensions, benefits, work-life balance, mentoring, training, skills development, work recognition and promotions (Riyanto et al., 2021). Thus, when addressing staff motivation, an organization should consider a broad range of variables at both the individual and corporate levels, in order to better tailor the management process as a whole (Miller, 2022).

Since motivation is a recognized antecedent to productivity, the objective of the study presented here was to understand staff motivation and its relationship to job performance in the energy sector of the Maldives. With over a decade of experience working at an electricity company, the focus shifted towards investigating the reasons behind some employees' commitment to achieving their goals and pursuing excellence, while observing that others merely adhere to the routine of clocking in and out. Hence, the objectives of this research were to assess the level of motivation among the employees, and to examine the relationship between employee motivation and performance.

## Literature Review

### Motivation and Work Performance

Understanding theories of motivation helps to organize work environments for optimal functioning, through enhancing human well-being and life meaning. There are several theories which explain human motivation at workplaces, which are relevant to the context of the energy sector of the Maldives, a fast-growing middle-income country with a widening gap between the very wealthy and the poor. Maslow's hierarchy of needs model (Maslow & Lowry, 1998), self-determination theory (Deci & Ryan, 2015), social exchange theory (Blau, 1968), equity theory (Adams, 1963), Herzberg's two factor theory (Herzberg, 2003) and Vroom's expectancy theory (Vroom & Deci, 1983) help to explain motivation from multiple perspectives. For this study, I have drawn mostly from Maslow's model of human needs, self-determination theory, social exchange theory and equity theory, as they help to explain some of the motivational behaviours found in the Maldivian energy sector.

Maslow's initial model of human needs postulates that humans are motivated by five types of needs, the physiological needs for survival including food, shelter, clean air, and water; safety needs such as secure income, health protection; social needs for belongingness, acceptance, and affiliation; self-esteem needs for respect and recognition; and self-actualization needs for autonomy to make informed and contextualized decisions, achievement, self-fulfillment, growth, and purpose in life (Maslow, 1954). Three more levels were added posthumously to Maslow's model, that of cognitive, aesthetic, and spiritual needs. These include need to gain knowledge, need to know and to be informed, as well as search for and appreciation of beauty, and balance in life, aspiration for intellectual, moral, and spiritual growth and achievement of personal potential and conscientiousness or transcendence. Transcendence means the realization of existing to improve the lives of others or helping others to transcend (Maslow & Lowry, 1998). Several studies show that when people feel satisfied that their psychological and physiological needs have been met, they are more autonomously motivated rather than feeling unmotivated, controlled, or behaving with a sense of pressure or obligation (Pelletier, Dion, & Green-Demers, 1999). Needs satisfaction improves work performance (Ilardi, Leon, Kaser & Ryan, 1993).

The self-determination theory was driven by the need to understand intrinsic motivation, defined as doing something for its own sake, out of interest, enjoyment, or positive affect (Gagne' & Deci, 2014). The theory posits that motivation is driven by human need for autonomy, competence, and

relatedness (Deci & Ryan, 2015). There are two types of incentives which can influence human motivation: external and internal incentives. Extrinsic incentives can be receiving a competitive salary, fringe benefits, or bonuses (Sennett, 2021). Threats, deadlines, surveillance, imposed goals, evaluations and competition which are extrinsic drivers at work can reduce intrinsic motivation, creativity, and flexibility. Though external incentives can keep a person performing a job, intrinsic motivation drives people to excel. These can be job satisfaction, enjoyment of doing the task, feeling a sense of accomplishment, receiving constructive feedback and positive recognition, being in a supportive environment, and feeling involved in the decision-making process (Nduka, 2016). To achieve a state of intrinsic task motivation, a sense of meaning, competence, self-determination, and impact are required (Spreitzer, 1995).

Social exchange theory (Blau, 1968) has been used to explain the motivational basis for employee attitudes, to voluntarily work for the company's benefit. This depends on social exchanges which are viewed as supportive, enabling for relationships of trust, loyalty, and mutual commitment. Opportunities for high quality exchange with supervisors and colleagues, together with organizational support enable for a sense of indebtedness and reciprocity to work towards achieving the company's goals (Organ, 1990). Innovative behaviour within a company also depends on an employer's network of relationships within the organization since they provide the requisite inspiration, information, resources, and support to develop and realise new ideas (Perry-Smith and Shelly, 2003) indicating that work efficiency and work performance of staff can be improved by the relationships between the employees as peers and between employees and their supervisors (Gagne' & Deci, 2014).

Equity theory (Adams, 1963) states that employees are motivated by equity, fairness, and justice between employees. When people perceive inequity, they restore equity by adjusting their behaviours in terms of effort, output, or decision to exit the inequitable relationship.

Social work conditions and policies, which facilitate access to opportunities, information, support, and resources drive motivational behaviors to achieve personal goals and organizational objectives (Kanter, 2008). Opportunities include access to challenging work, new skills, and knowledge acquisition for professional growth. Having access to information on an organization's aims, vision, values, policies, direction, and decisions also contributes to motivation. Support and feedback from colleagues, subordinates, and management, as

well as time and help to complete tasks contribute to structural empowerment of employees to achieve company goals (Ganta, 2014; Monje-Amor, Xanthopoulou, Calvo, & Vázquez, 2021; Peter, 2015.)

Herzberg's two factor theory of motivation (Herzberg, Mausner, & Snyderman, 1959) has two dimensions, those of hygiene factors and motivational factors. He theorized that hygiene factors such as salary and supervision influence job satisfaction or dissatisfaction, but it is motivating factors such as feelings of fit to the work, level of responsibility, social support, perception of autonomy, meaningfulness and the enjoyment of work, achievement, recognition, feedback, growth and advancement opportunities which make workers more productive, creative, and innovative. In a later article he suggests that the way to make people motivated is by making their jobs interesting and giving time and resources for people to have a sense of achievement of goals (Herzberg, 2003).

Vroom's expectancy theory (Vroom & Deci, 1983) hypothesizes that effort, performance, and outcome are interlinked to motivation in workplaces, which are defined by three beliefs, importance attached by the person to the expected outcome, belief that if you perform well the expected outcome can be achieved, and belief that increased effort will lead to improved performance. Hence, management must identify what individual employees value in terms of extrinsic and intrinsic incentives; discover what training, support and supervision employees need and reinforce the belief that the expected outcome can be achieved.

### **Study Context**

The company studied was a state-owned, limited liability electricity company located in Male' which generates and distributes electricity throughout the Greater Male' region and in a few nearby atolls. As an add-on service, the company provides customer services for safe and efficient use of electricity.

As a state-owned enterprise, it also has social objectives, to make green energy options available to the customers. In a recent case study of a failed wind energy project initiative by the government of the Maldives, the authors suggested that political interference and lack of due diligence were factors that put the mega investment project in the doldrums (Shahid & Shareef, 2022).

The company's financial review for the year 2020 showed that the financial risk for the company was high with high reliance on external funding for its

ongoing operations and projects. The review suggests that the company needs to be careful with their cash flow. The overwhelming dependency on petroleum imports for electricity production is cited as the biggest risk factor for financial difficulties (Ministry of Finance, 2022).

The company has over 750 employees, 70% of whom are technical employees or work in technical departments and its workforce is expected to grow further in response to rising electricity demand (Hulhumale' Phase 2 projects) and the company's efforts to grow, expand, and explore new business opportunities.

The company has an extensive reward system with both financial and non-financial rewards built in. The company gives a higher-than-average minimum wage. Monthly salaries are higher than average for civil sector jobs, and salaries are revised linked to inflation. Bonuses for long-term services were paid till 2002 and have been stopped due to the reduced profitability of the company. Staff and their family are covered by private health insurance. Scholarships and paid study leave are given for staff to study abroad, and staff are released during office hours for study.

Performance and career management non-financial rewards include annual general staff meetings on business progress, and regular quarterly communication sessions led by management. Performance appraisal involves opportunities for honest and constructive feedback by employees with opportunities to set performance targets aligned with personal goals and interests. Departments are authorized to set their own targets for learning and development and budgets for professional development are allocated. Staff are encouraged to rotate jobs and to experience diverse types of jobs and opportunities are provided based on request. Coaching and mentoring are provided regularly. An annual celebration is held where staff achievements are recognized and celebrated.

The company has an on-site gym, futsal, and badminton courts. It has a restaurant and a convenience store. Staff are allowed to use company vehicles for official use (not for personal use), while company boats are used for employee leisure activities to provide opportunities for team development and empowerment. The main building's terrace can be leased by staff at reduced rates to host family functions.

Work home integration is practiced at the company, with flexible work hours for all. Pregnant women are allowed to work from home. A day care facility is

available on site. One month paid paternity leave and six month paid maternity leave is given with phased in return to work after maternity and paternity leave.

Despite the company's shared norms and practices, aligned to meet the staff needs, staff performance was recognized to be low in some departments, while other areas' staff performance was average to above average. The company does not have a transparent hiring and recruitment procedure nor a transparent promotions structure, with some staff remaining in the same job for decades and others promoted within a year.

Exorbitant rent is a significant issue in Male'. All employees have the chance to apply for company housing. For each housing unit that recently became available, there were about 10 staff applicants; nevertheless, the majority of the applicants have not yet found housing. Companies are being given property to develop houses for their employees as part of a government plan. Financial assistance was provided with reduced payments across 25 years to pay off the mortgage, to own the company housing in flats in Hulhumale'.

### **Research Participants**

Among the targeted 450 staff members at the company, 127 participated by completing the online questionnaire for this study. The targeted staff worked in the Greater Male' region including company sites in Male', Hulhumale', Vilimale', Thilafushi and Gulhifalhu since the company's main base of operation is in Male'. The questionnaire was individually sent to all of the staff in the largest departments (Transmission & Distribution department, Male' powerhouse, Hulhumale' powerhouse and Engineering Service) in the company, through the Human Resources Department of the company, and posted onto staff group social media pages.

Participation was voluntary. Prior consent was obtained from the company in writing, and ethics approval was granted by Villa College Ethics Committee. Data was collected in December 2022.

### **Measurement and Instrument**

The designed questionnaire included five motivational factors and five factors related to employee performance. The instrument measures performance by asking for example, if I work hard, my job performance will significantly improve with extrinsic rewards (e.g., salary, a financial bonus, and promotions) and intrinsic rewards (e.g., being able to take more challenging work, having a feeling of accomplishment). The study instrument assessed the extent to which

intrinsic and extrinsic factors influence employee motivation and, consequently, performance. The questionnaire items were graded on a 5-point Likert scale (1=strongly disagree, 2 = disagree, 3 = undecided, 4 = agree and 5=strongly agree).

### **Research Procedure**

Prior to the study, a pilot study was done to make sure the questionnaire items were easy to understand and to evaluate their validity and reliability. When the items were evaluated for reliability with 11 participants, an “outlier” value resulted in a very low Cronbach’s alpha value; as a result, by removing the outlier value, the Cronbach’s alpha showed a value of 0.737. It also determined whether the questions’ format and design yield the desired outcome; those that did not were rephrased. Additionally, it determined the time needed to complete the questionnaires.

Descriptive analysis was done using the Statistical Package for Social Sciences (SPSS) version 22. Spearman correlation was used to examine the relationship between the motivational indicators and overall performance indicators.

## **Findings**

### **Employee demographics and motivation levels**

Out of the 127 participants in this study, 44% of the respondents worked in administrative jobs, 43% in technical jobs and 13 % in support services. The lowest average score for motivation was by administrative staff at a mean of 3.3 out of five. Technical staff followed closely with a mean of 3.5 while support service staff had a mean of 4.5 out of 5.

38% of the respondents were female. 33% of women disagreed with the statement that they were highly motivated to work in the company while only 10% of men disagreed. Most of the men reporting lack of motivation were technical staff (16% of male technical staff). Only four women altogether currently worked at the company in technical jobs (Mechanical Engineering, Electrical Engineering and Controlling Engineering), three of whom participated in the study. Of the three, 2 disagreed that they were highly motivated, both had worked at the company for more than 3 years and held higher degree qualifications.



Analyzing motivation level by education level, 37% of participants had a higher education degree qualification, 26% had a diploma or higher secondary education level qualification and 31% had a secondary education qualification. 6% had other non-formal education. Out of the 85 men working in the company, 32% hold a higher education qualification. 8% of men with higher qualifications at the company disagreed that they were motivated. Out of the 42 women, who work at the company 45% hold a higher education qualification. 26% of these women disagreed that they were motivated to work in the company. Education level increased motivation only slightly for men when compared to overall motivation levels, while motivation level increased by about 7% for women with higher qualifications.

50% of the respondents were over the age of 31; 37 % were between the ages of 24-30, and 13% were aged 18 to 23. There was no marked difference in motivation levels when analyzed by age with approximately 17% of staff in all age groups disagreeing that they were highly motivated to work in the company.

When analyzed by years of experience at work, company-led factors decrease motivation. 40% of the staff have worked in the company for more than 7 years, 18% of whom said they were not motivated. 42% had worked in the company for 3 to 7 years and 25% of them said they were not motivated. 18% of staff have been in employment for less than three years, and none of them reported no motivation while 40% remained neutral about their motivation level.

### **Descriptive statistics for factors of motivation**

Work recognition and appreciation by supervisors was rated highly at 4.6 out of 5, by all technical, administration and support staff. This was followed closely by opportunities for career progression at 4.6 by technical staff and 4.4 by administrative and support staff. 91% of staff agreed that opportunities for professional growth would increase their motivation. Only technical staff rated pay as a higher motivating factor than other factors. Monetary bonuses and increases in pay, which were financial incentives, were rated highly by 81% and 87% of staff respectively: fewer personal responses than the statements about non-financial incentives. These findings are summarized in Table 1.

Table 1: Descriptive statistics for motivational factors

Items for extrinsic and intrinsic motivation	Admin Staff	Technical staff	Support services
Q1: I am motivated by an increase in monetary bonuses.	4.0	4.3	4.5
Q2: Is pay increasing a motivating factor for you?	4.2	4.7	4.5
Q3: I am motivated to work better when my supervisor appreciates my work	4.6	4.6	4.6
Q4: Career opportunities motivate me to work harder?	4.4	4.6	4.4
Q5: I am highly motivated to work at this company	3.3	3.5	4.5

Technical staff and administrative staff rated their motivation levels as the lowest, which are comparable to their own rating of work performance given below in Table 2.

Table 2: Descriptive Statistics for Task Performance

Items for work performance	Admin Staff	Technical staff	Support services
Q1: I work more during office hours without breaks.	4.0	3.8	4.4
Q2: I am willing to step into roles others don't want	3.7	3.8	3.7
Q3: I manage my time during the working hours	4.0	4.2	4.5
Q4: I try to finish my assigned work on time	4.4	4.7	4.8
Q5: I am consistent with my work quality	4.4	4.5	4.6

Finishing tasks on time was valued the highest by support staff followed by technical staff. While the staff reported they maintained work quality consistently, the scores for managing work time, and working consistently without taking breaks were reported significantly lower indicating low intrinsic motivation. A significant concern is the lack of willingness to step into roles for the benefit of the company, which may be undesirable.

## Correlation Study

The findings indicate that the data is not normally distributed therefore, a spearman correlation study was also done to determine how the motivational factors correlated with the performance indicators, to explore whether the motivators influence employees' overall performance.

Table 3: Correlation Test

Spearman's rho Correlations			
		Motivation	Performance
Motivation	Correlation Coefficient	1	.384**
	Sig. (2-tailed)	.	0
	N	127	127
Performance	Correlation Coefficient	.384**	1
	Sig. (2-tailed)	0	
	N	127	127

Data in Table 3 suggests that there is a significant positive relationship between motivation and performance. Although the correlation between the two variables is weak,  $r_s(125) = .38, p < .001$  suggests that it is significant between motivation and performance. To provide a clear understanding of what the correlations have demonstrated, a scatter diagram was used.

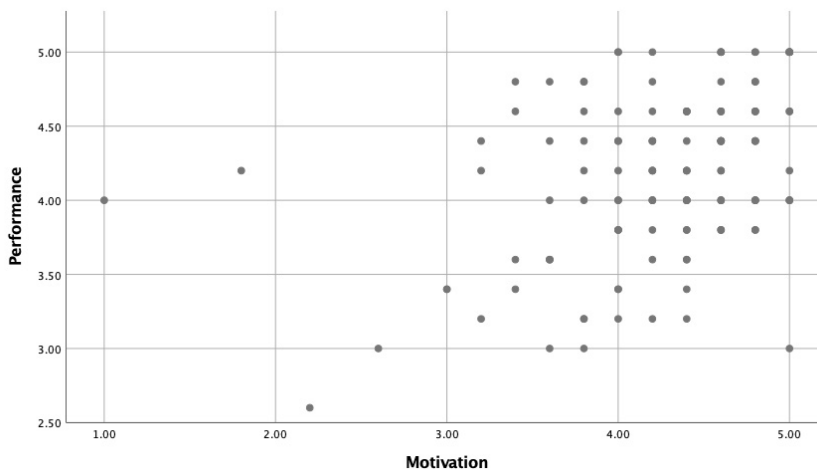


Figure 1: Scatter diagram of Performance by Motivation

As shown in Figure 1, the positive scatter between employee motivation and employee performances demonstrates unequivocally that motivation has an impact on employees' performance. To elaborate further, when an employee's motivation increases, so does their performance.

## Discussion

Motivation involves interactions between a person's goals, perceptions of one's own skills (capability beliefs), perceptions of support that is available for the person in the environment (context beliefs), and emotional arousal processes or feelings which enables a person to mobilize and provides the energy and enthusiasm to achieve the person's goals (Ford, 1992). Ford & Smith (2020) suggest that the core defining feature of humanity is social purpose which drives people to thrive in both their work environments and elsewhere.

Considering that this study demonstrates that staff motivation needs to improve, professional development can enable staff to understand and value the significance of the tasks they do and to organize the work in such a way that the work is worthwhile and meaningful for the staff. Having the opportunity to grow professionally can enable staff to believe in the worthwhileness of their work and task significance of their job within the company. Training also can empower staff to work towards achieving company goals which have social and long-term benefit to society, and to the environment. Lawler (1966) uses the equation  $\text{Performance} = \text{Motivation} \times \text{Ability}$  to demonstrate the relationship between performance, professional development, and motivation, highlighting the need for professional development and training of managers. Ummu Kulsoom (2020) and Mansoor and Zubair (2016) also found that there is a direct link between skills development and work engagement in the Maldivian civil service sector, and in the technology sector.

Working together to achieve corporate social responsibility goals of the company to improve the welfare and interests of the community, the customers, and employees, such as educating the public, investors, decision-makers and developers on renewable energy; providing information on reducing energy consumption; reducing greenhouse gas emissions from energy production, and work towards reduction of waste can increase motivation of staff (Dudek et al., 2023; Gigauri & Vasilev, 2020; Kunz, 2020; Schindwein, & Montalvo, 2023).

Miller (2022) states that incorporating opportunities for "career development" by assisting employees in changing roles within a company can eventually become competitive differentiators that set an employer apart. While the company allows for job rotation within the company, only new recruits within technical departments are expected to use the provided opportunity and only to ensure the repair and overhaul of engines and electrical equipment can be done speedily. Additional opportunities for work across the company and

to work in renowned energy companies for short periods of time can enable staff to gain skills of teamwork and social exchange to bring about innovative change, as well as enable for knowledge transfer across the company.

The lowest score in this study was on contextual performance measure on willingness to do unspecified jobs outside of contractual obligations. Social exchange or voluntary behaviour can bring both intrinsic and extrinsic rewards to an employee through interactions with other people. While financial bonuses and pay increases may not be possible at all times, companies can invest to increase staff motivation through rewarding social exchange, enabling staff to step into separate roles as required. Job rotation also increases employee motivation to perform to their full potential as it offers the employees opportunities for both personal and professional growth (Riyanto et al. 2021).

Appreciation of work by supervisors was rated highly by all of the respondents. Sekhar et al. (2013) also suggest that employee motivation and performance were strongly influenced by organizational factors like competent supervision and policies than by any physical or socioeconomic factor. This was corroborated by McDermott et al. (2013); and Rofcanin et al. (2021) that strong goal directed, social exchange relationships between leaders and followers can lead to effective individualized role definitions for employees. Ganta (2014) argued that managers must not only focus on the most immediate factors (to achieve weekly targets or targeting for certain commissions), but also address both extrinsic and intrinsic motivator factors to push employees to meet organizational objectives.

Although it is impossible to infer from this study that the participants are satisfied with their pay, it does appear that financial incentives drive them to improve their socioeconomic status and standard of living. Pay increase as a motivating factor was rated highest by the technical staff, closely followed by administrative and support staff. This indicates the need for further exploration to investigate how to meet the physical and financial needs of staff for optimum performance levels, keeping in mind rewards and recognition needs to be customized to individual needs (Pinto, 2011; Shibly & Weerasinghe, 2019; Thibault Landry et al., 2017).

Hirst (2021) asserts that extrinsic motivators occasionally reduce the effectiveness of intrinsic motivators. He contends that the contingent distribution of money reduces intrinsic motivation, but the non-contingent distribution of money prevents this outcome. This does not imply, however, that the employees do not think that their salaries and other financial incentives are

sufficient to motivate them to perform well. It is important to note, though, that a review of the government gazette shows that the energy company studied pays its employees higher salaries than the majority of employees in the civil service sector.

Shibly & Weerasinghe (2019) suggest that positively changing the incentives within the workplace while also providing adequate support for performance would significantly improve employee motivation and how they perceive the company as a more compassionate, considerate, and accountable workplace.

Political interference in hiring and promotion of staff in state owned companies can at times be detrimental to staff motivation unless staff understand the benefit of such hiring. "Political influence worsens the existing situation" (Shahumeel, 2021, page 22). Autonomy in selection of top level directors who are women with a strong background in politics, law, and in energy industry can ensure the company begins to work on prevention of gender discrimination, as well as use political drive, procedural justice, and due diligence to improve the company's reputation, and performance, thus increasing staff motivation, specifically addressing gender inequality in the sector and low levels of motivation by female staff in the company (Agrawal & Knoeber, 2001).

### **Implications**

The company has a strong reward system which ought to encourage workers to achieve their objectives and encourage maximum job satisfaction, yet motivation levels are low across all staff categories. Transparency in the promotion procedures, with efforts to minimize political and social interference in recruitment, can also improve staff motivation. Transparency in qualifications required, what exactly an employee must learn, accomplish, or do to be promoted from one level to another can also improve morale of the company. This also ensures that all employees in the same staff category or grade have the same level of knowledge, skills, and abilities. This would be beneficial in ensuring that knowledge is consistently distributed throughout the workforce, thus maximizing its employees' performance (Shahumeel, 2021).

Managers and supervisors must be trained to effectively manage and lead the employees under them to increase their productivity and performance (Sabir et al., 2014). As per the findings, employees were motivated when supervisors appreciate their work. Therefore, the company could increase the number of in-house conflict or stress management sessions for supervisors and above to build a bold management relationship and competent supervision in the

workplace. Further investigation is needed into strategies on how to develop the capability of managers to motivate their employees, through enhancing their own skills of leadership.

## Conclusion

Most people spend a sizable portion of their adult life in work settings. Hence, work needs to provide people with a sense of fulfillment. Peng (2018) underlined the importance of staff engagement, commitment, and job satisfaction to prevent absenteeism, high staff turnover, inefficiency, and disengagement at work. With the Maldives' weak economic situation and high living expenses in Male, employees are constantly looking for better jobs or ways to earn extra money. Employees losing focus on their job or doing other tasks, in conjunction with other factors, may cause them to lose sight of their job, resulting in productivity losses.

The current study was distinctive in that it offers empirical data and practical information that may be used to improve human resource management policies and other pertinent policies to increase and improve staff motivation at work. If this is accomplished, employees will be more motivated and content with their work, which will improve performance and output. Putting women at the forefront of renewable energy initiatives could not only increase motivation of female staff but engage them productively in activities for climate change mitigation thus ensuring future gender equality within the energy sector (Clancy & Feenstra, 2019).

## Directions for Future Research

Future research is recommended to further identify and understand the factors that influence employee motivation and what can be done specifically to address these issues. It is possible that societal factors such as patriarchal norms, gender discrimination and political corruption may influence staff understanding of their roles, their engagement and motivation.

In a small place like the Maldives, it is probable that as the external political climate becomes more combative, so will the company's internal politics. It can be challenging to maintain employee motivation if workers believe that job security and promotion depend on political connections or affiliations. Therefore, a future in-depth multi-methods study ought to consider external socio-political and economic factors.

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