

Motivational Strategies and Their Roles in Workers' Performance in the Chain Store Business: A Case of Choppies Store, Downtown, Lusaka

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Abstract—Motivation plays a significant role in influencing workers' performance in business organisations. In the retail chain store industry, employees are expected to deliver quality customer service, maintain productivity, and contribute positively to organisational goals. This study examined the motivational strategies and their effects on workers' performance at Choppies Store, Downtown in Lusaka, Zambia. The objectives of the study were to identify the motivational strategies used by management, examine the relationship between motivation and employee performance, and assess the challenges affecting employee motivation in the organisation. Using both qualitative and quantitative techniques, the study utilized a descriptive research design. Data was collected from employees and supervisors through questionnaires and interviews. A sample of workers from different departments was selected using simple random sampling techniques. Data collected were analysed using tables, percentages, and thematic analysis. The findings revealed that motivational strategies such as salary increments, bonuses, recognition, training opportunities, promotions, and good working conditions positively influenced workers' performance. Employees who received incentives and recognition demonstrated higher productivity, commitment, and customer service delivery. However, the study also established that inadequate salaries, limited promotion opportunities, heavy workloads, and lack of communication negatively affected employee morale and performance. The study concluded that employee motivation is essential for improving workers' performance in chain store businesses. Organisations that invest in motivational strategies are likely to experience improved productivity, reduced employee turnover, and better customer satisfaction. The study recommended that management at Choppies Store should improve employee welfare, provide regular incentives, strengthen communication channels, and create fair promotion systems to enhance employee performance and organisational growth.

Keywords— Motivation, Workers' Performance, Chain Store Business, Employee Incentives, Retail Industry, Productivity, Job Satisfaction.

I. INTRODUCTION

Motivation is one of the most important aspects of human resource management in modern organizations. It refers to the process of stimulating employees to perform their duties effectively and efficiently in order to achieve organizational goals. Motivated employees tend to show commitment, productivity, creativity, and loyalty toward their organisations. In contrast, unmotivated employees may demonstrate low morale, absenteeism, poor customer service, and reduced productivity.

The retail chain store business is highly competitive and depends greatly on employee performance for success. Employees in chain stores interact directly with customers and therefore influence customer satisfaction and business profitability. For this reason, organisations such as Choppies require effective motivational strategies to improve employee performance and maintain competitive advantage.

Several motivational theories explain how motivation influences workers' performance. According to Maslow's Hierarchy of Needs Theory, employees are motivated by different levels of needs ranging from physiological needs to self-actualization (Maslow, 1943). Herzberg's Two-Factor Theory further explains that factors such as salary, working conditions, and supervision can either motivate or demotivate employees (Herzberg, 1959).

Despite the importance of motivation, many retail businesses experience challenges related to low employee morale, high staff turnover, and reduced productivity. At Choppies Store in Downtown Lusaka, employees face demanding working conditions that may affect their performance if proper motivational strategies are not implemented. This study therefore sought to examine the motivational strategies used at the store and their impact on workers' performance.

Statement of the Problem

Despite the importance of motivation in organisations, many companies continue to experience poor employee performance due to inadequate motivational practices. Employees often complain about poor salaries, lack of recognition, limited promotion opportunities, and unfavorable working conditions. Such challenges negatively affect employee morale and productivity.

At Choppies Downtown Branch, employees may experience motivational challenges that affect their performance and service delivery. Therefore, this study sought to examine the motivational strategies used by management and determine their roles on workers' performance.

General Objective

To examine motivational strategies and their roles on workers' performance at Choppies Downtown Branch in Lusaka District.

Specific Objectives

1. To investigate the significance of motivating workers.

2. To examine the motivational strategies used by management.
3. To establish the relationship between motivation and workers' performance.

II. LITERATURE REVIEW

Motivation has been widely studied in organizational behaviour and human resource management. Maslow's Hierarchy of Needs Theory explains that employees are motivated by the satisfaction of different needs ranging from physiological needs to self-actualisation needs. Employees whose needs are satisfied are more likely to perform effectively.

Herzberg's Two-Factor Theory explains that hygiene factors such as salaries and working conditions prevent dissatisfaction, while motivators such as recognition and achievement encourage employees to work harder and improve productivity.

Previous studies have shown that motivational strategies positively influence employee performance. Financial incentives such as bonuses and salary increments improve morale and commitment. Recognition and appreciation increase employees' confidence and job satisfaction. Training and career development opportunities improve employees' skills and productivity.

However, poor motivational practices may lead to absenteeism, labour turnover, and poor service delivery. Organisations should therefore implement effective motivational strategies in order to improve performance and achieve organizational goals.

III. METHODOLOGY

The study used a descriptive research design because it enabled the researcher to collect detailed information regarding motivational strategies and workers' performance at Choppies Store, Downtown Lusaka.

Research Approach

Both qualitative and quantitative research approaches were used. The quantitative approach helped in collecting numerical data regarding employee opinions, while the qualitative approach provided detailed explanations and experiences from respondents.

Target Population

The target population consisted of employees and supervisors working at Choppies Store in Downtown Lusaka. These included cashiers, shelf packers, security personnel, supervisors, and administrative staff.

Sample Size and Sampling Technique

A sample of 50 respondents was selected from the total population using simple random sampling. This method ensured equal chances of participation among employees.

Data Collection Methods

Primary data was collected using questionnaires and interviews. Questionnaires were distributed to employees to obtain information regarding motivation and performance.

Interviews were conducted with supervisors and management personnel to gather detailed information on motivational practices.

Data Analysis

Quantitative data was analyzed using percentages, tables, and charts, while qualitative data was analyzed thematically according to common responses and patterns.

Ethical Considerations

The researcher obtained permission from management before conducting the study. Respondents participated voluntarily, and confidentiality was maintained throughout the research process.

IV. RESULTS

The study revealed that various motivational strategies were used at Choppies Store to improve workers' performance.

Salary and Financial Incentives

Most respondents indicated that salary increments and bonuses motivated them to work harder. Employees who received financial incentives reported improved morale and commitment to their duties.

Recognition and Rewards

The study established that employee recognition positively influenced performance. Workers appreciated being acknowledged for good performance through verbal praise and rewards.

Training and Development

Employees indicated that training opportunities improved their skills and confidence. Workers who attended training programs demonstrated better customer service and efficiency.

Promotion Opportunities

The findings showed that promotion opportunities motivated employees to remain committed to the organization. However, some respondents complained about limited opportunities for career growth.

Working Conditions

The study found that good working conditions such as supportive supervision, teamwork, and safe environments contributed positively to workers' performance.

Challenges Affecting Motivation

Despite the positive strategies, employees identified challenges including low salaries, excessive workloads, delayed promotions, and poor communication between management and workers.

V. DISCUSSION

The findings of the study demonstrate that motivational strategies significantly influence workers' performance in chain store businesses. Financial incentives such as salaries and bonuses were found to improve employee morale and productivity. This supports Herzberg's Two-Factor Theory,

which states that salary and working conditions are important factors in employee satisfaction (Herzberg, 1959).

The study also established that recognition and rewards contribute positively to employee commitment. Employees who feel valued by management are more likely to perform efficiently and remain loyal to the organization. This finding agrees with Maslow's theory, which emphasizes esteem needs such as appreciation and recognition (Maslow, 1943).

Training and development programs were also identified as important motivational tools because they improve employee skills and confidence. Employees who receive training are better equipped to handle customers and perform organizational tasks effectively.

However, challenges such as inadequate salaries, poor communication, and limited promotion opportunities negatively affected workers' morale. These factors may lead to employee dissatisfaction, absenteeism, and high staff turnover if not addressed by management.

Overall, the findings indicate that employee motivation is essential to improving organisational performance in the retail chain-store business.

VI. CONCLUSION

The study examined the motivational strategies and their effects on workers' performance at Choppies Store, Downtown Lusaka. The findings revealed that motivation plays a vital role in improving employee productivity, commitment, and customer service delivery.

The study established that financial incentives, recognition, training, promotions, and favorable working conditions positively influence workers' performance. However, inadequate salaries, heavy workloads, and limited

career advancement opportunities negatively affect employee motivation.

The study concludes that organisations that prioritize employee motivation are likely to achieve higher productivity and greater organisational success. Therefore, management at Choppies Store should strengthen motivational programs to enhance workers' performance and satisfaction

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