Effect of Human Resource Management Practices on Organizational Performance in Rwanda. A Case of International Training and Motivation Africa Limited

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Abstract: *approachesThis study delved into the effect of Human Resource Management Practices on the performance of International Training & Motivation Ltd Company. The focus was on examining the effect of human resource planning and training and development on the company's performance. The study employed a descriptive survey design, utilizing both quantitative and qualitative approaches. A sample of 242 respondents was chosen, and data were collected through questionnaires and interviews. Data analysis was carried out using the Statistical Package for Social Sciences (SPSS) version 21. The findings revealed that human resource planning and training and development significantly affect organizational performance at International Training & Motivation Ltd Company. The adjusted r² value indicate that the multiple linear regression model could explain up to 73% of the variations in the organization's performance. In conclusion, there is a positive and high correlation (r=0.708, p=0.000) between Human Resource Management Practices and organizational performance at International Training & Motivation Ltd Company. The researcher suggests that employees should increase their commitment to their jobs whenever the employer complies with HR practices to motivate them. They can do this by using a feedback mechanism to show their employer their level of satisfaction or dissatisfaction with their jobs.*

Keywords: *Human Resource, Management Practices, Planning, Training and development, Organizational performance*

1. Introduction

Organizations nowadays are looking forward to having a competitive advantage against the threats present in globalization. Due to the high competency requirements, most organization aim to generate the kind of performance that can bring more profit. In order to do that, the employees are required to perform well and improve their performance (Osman, 2013). To comply with this, the organization needs to align organizational performance with human resource management practices, which would be shown by organizational output of financial variables (sales growth, goal achievement, good services, productivity) (Chand and Katou, 2015) and non-financial variables (management quality, long-term orientation, continuous improvement, workforce quality) and also other outcomes as commitment, quality and flexibility (Guest,2013). Once a business entity has analyzed its mission, identified all its stakeholders, and defined its goals, it needs a way to measure progress toward those goals (Kaplan and Norton,2015).

In a global context, human resource practices are including activities like staffing, training and development. Human Resource Planning, compensation management, recruitment, involvement of employees, incentives, and safety and health which have positive relationship with firms' performance (Rynes et.al., 2014). Human resource planning is the process of ensuring that human resource requirements of an

organization are identified and plans are made for satisfying those requirements. This view suggests several specific, interrelated activities that together constitute Human Resources planning which includes personnel inventory, human resource process, action plan, control and evaluation.

Human resource planning is surrounded by three basic level practices which can increase the organizational performance: To increase the knowledge, skills and abilities among employees, to enhance their empowerment like giving them employment security and organize some participation programs for employees and to give them motivation through both incentive means like giving them compensation and benefits, and also through internal promotion like promoting them with their job status (Rawashdeh, et al., 2012). Organizational performance can be measured through financial stability and productivity, but when we have to relate human resource planning with the organizational performance, then we consider some of other variables like efficiency and effectiveness, employee motivation, job satisfaction, trust on employees (Monette et al., 2015). To comply with this, the organization needs to align organizational performance with human resource management practices, which would be shown by organizational output of financial variables and non-financial variables (management quality, long-term orientation, continuous improvement, workforce quality).

In fact, Abu (2003) found a positive influence of human resource management practices (information sharing, extensive training, selective hiring, compensation and incentives, status differences, employment security, and decentralization and use of teams) on organizational performance as operational performance (quality, cost reduction, flexibility, deliverability and commitment). In furtherance of this assertion, Barney et al. (2018) also found a positive influence of human resource management practices (namely, human resource planning, staffing, incentives, appraisal, training, teamwork, employee participation, status difference, employment security) on organization performance.

For businesses to survive, HRM should be given its rightful place of relevance in any organization and not left in the hands of line managers who neither have the expertise nor the time and space to carry out the enormous functions of a human resource manager. The purpose of this study is to determine the effect of HRM practices on organizational performance of International Training and Motivation Africa limited (ITM)

1.1 Statement of the Problem

The way in which Human Resource Management (HRM) practices can influence the commitment of an individual employee to the aims and objectives of an organization has been the focus of many researches (Guest, 2013). Some researchers have found that high involvement of

HRM practices, such as regular appraisals, Human Resource Planning, bonus and compensation schemes, training and development opportunities, and regular constructive feedback, can significantly enhance the organizational commitment of employees and organizational knowledge and performance in developed nations (Sweins, 2018).

Many studies in human resource practices focused on the impact of such practices on job satisfaction (Subramaniam, et al., 2011), on productivity (Peteraf, 2013), other focused on linkage between HR practices with employee commitments and innovation (Ryners et, 2014), Corporate social responsibility and Transformation leadership (Abu, 2013). Despite numerous empirical studies on the subject matter, the impact of human resources practices on organizational performance continues to be a significant challenge for many companies. This is also true for ITM Africa Ltd, a company based in Rwanda. Furthermore, when organizations implement effective management practices, staff retention improves, and organizational performance is enhanced, which has implications for learning institutions. This has inspired the researcher to investigate the impact of human resources management practices on ITM Africa Ltd's staff and determine if it is connected to the company's overall performance.

1.2 Hypothesis of the study

The study sought to answer the following research hypothesis.

H_{O1}: There is no significant effect of Human Resource planning on organizational performance of ITM Africa Ltd company.

H_{O2}: There is no significant effect of training and development on organizational performance of ITM Africa Ltd company.

2. Literature Review

The concept of Human Resource Management was first defined by Bakke (1966) who said that the general type of activity in any function of management is to use resources effectively for an organisational objective. The function which is related to the understanding, maintenance, development, effective employment and integration of the potential in the resource of „people" I shall call simply the human resources function. However, HRM emerged fully fledged later when the Michigan, matching model (Forioto et al, 1984) and what (Boxall, 1992) calls the Harvard framework developed by Beer et al (1984) made statements on the HRM concept revealing the need to take HRM beyond just selection and compensation to broader issues that demand more comprehensive and more strategic perspective to an organization's human resources.

Chien (2004) contended that there is a positive relationship between human resource management practices and organizational performance. He recommended that in order to stimulate organizational performance, management is required to develop skilled and talented employees who are capable of performing their jobs successfully (Achieving better organizational performance requires successful, effective and efficient exploit of organization resources and competencies in order to create and sustain competitive position locally and globally.

Singh (2014) conducted a study in Accra Ghana to examine the effects of human resource practices on organizational performance. They used a sample of 200 employees working at educational institutions in Accra. The analyzed several human resource management practices, measured by organizational output of financial variables (sales growth, goal achievement, good services, productivity) and also other outcomes as commitment, quality and flexibility (Brian, 2000). The found a positive relationship between HRM practices and organizational performance. They recommended that once a business entity has analyzed its mission, identified all its stakeholders, and defined its goals, it needs a way to measure progress toward those goals.

Cheng (2001) conducted a study in Mbeya Tanzania to assess the impact of human resource planning on organization performance. She found that Human Resource Planning is one of the key elements that have to be considered, if National Institute of Transportation (NIT) has to get the best out the employees, the Planning for them should be top priority in enabling the institution to realize its set goals and 52 objectives. Basically, planning for human resources involves setting the required objectives, analyzing the environment, carrying out an audit of Human Resources, making a forecast, reconciling the demand and supply of Human Resources and evaluating the implementation.

According to Buchan et al. (2004), there is significant and positive relationship between Human Resource (HR) planning and organizational performance. Study by Fey et al. (2010) indicated that HR planning have a positive relationship with organizational performance. In another study by Chien (2004) manpower planning effect on organizational performance and have a positive relationship between manpower planning an organizational performance. Sweins (2018) study the effects of planning in the Indian hotel industry and found out that manpower planning has strong relationship to productivity, and productivity impact on organizational performance.

3. Methodology

The study adopted descriptive research design. The descriptive research designs help researchers identify characteristics in their target market or particular population. These characteristics in the population sample can be identified, observed and measured to guide decisions. The population in this study consisted of all employees in ITM Africa Ltd company. The target population was 612 people.

This study used purposive and random sampling techniques. The purposive sampling techniques, also called judgement sampling, is deliberate choice of a respondent due to the qualities of respondent possesses. The simple random sampling was used to select a number of staff that were taken as a sample size. This sample random simply gives each member of population same chance of being selected. This ensured that each member of the target population had equal chance of being included in the sample.

The sample size was calculated Using Yamane simplified formula to calculate sample sizes, with

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size, N is the population size, and e is the marginal error of 5% through level of confidence of 95%. Thus, this formula is applied to the above sample.

$$n = \frac{612}{1 + 612(0.05)^2} = 241.8 \cong 242$$

Therefore, for the case of this study, the sample size was 242 respondents, then, current researcher was chosen the sample size of population to be questioned through simple random sampling technique.

This study used questionnaire and interview as data collection instruments. Semi structured Questionnaires was distributed to 242 respondents including ITM Africa middle level management and other staff. This study employed semi structured questionnaire with open ended questions, close ended questions and five point Likert scale questions. Besides, semi structured interview was employed to collect data from the five (8) ITM Africa top management executives and 22 middle level managers were supposed to be interviewed. Interview schedule was prepared and questions was asked to each participant. The researcher also used documentation method which enabled a researcher to obtain the readily available data and information by going through various documents such as; books and journals on the topic in question. The researcher also used study reports, booklets and brochures issued by ITM Africa Ltd company. The reason for using documentary research in this study was

that documents would have enabled the researcher to track various types of information from documents, records, and publications within a short time and with less cost.

In order to facilitate data collection; the researcher introduced herself to the ITM Africa Ltd company where the purpose of the study was explained and also was requested for permission to carry out the study made. Questionnaires for respondents was self-administered which was, therefore, dropped and later picked.

Mixed method was used so that the study can relate qualitative data to quantitative data. Inferential statistical methods as well as descriptive methods was used in analyzing the data. Means and standard deviations was used in the descriptive analysis to describe the population characteristics. However, Pearson's chi-square was used in the inferential statistics in determining the correlation between the study variables. The significance of the model was also tested using ANOVA (analysis of variance).

The study used a 95% confidence level. To test the extent by which a variable change due to the change of another variable was determined using regression analysis. Multiple linear regression models used in the study as the study's main statistical models:

Where: $Y = \alpha + \beta_1 X_1 + \beta_2 X_{2} + \mu$
Y = Organizational performance;
α = The Y intercept;
x_1 = Human Resources Planning;
x_2 = Training and development;
μ = error term

4. Results and Discussion

4.1 Findings

The study focused on 8 top managers, 22 middle level managers, 212 other support staff from ATM Africa Ltd Company. Thus, the sample size was 242 respondents. Thirty (30) respondents were targeted for interviews, of which twenty (26) were successfully interviewed; while a total of 212 questionnaires were given out and 186 were completed and returned. This gave a response rate of 86.6 and 87.7 percent respectively as seen below.

Table 1: Response rate source

Category	Sample size	Actual number of Respondents	Response rate (%)
Interview guide			
Top level	8	5	62.5
Middle level	22	21	95.4
Total	30	26	86.6
Questionnaires given			
Low level	212	186	87.7%
Grand Total	**242**	**212**	**87.6**

Source: Primary data, 2023

4.1.1 Descriptive statistics on Human resource planning

Table 1 presented the perceptions of respondents related to the first research objective by showing the established effect of human resource planning on organizational performance of ITM Africa Ltd company. The respondents were asked to rate the statements by indicating the extent to which they apply to their organization in 5 point Likert scale. 5 Strongly Agree (SA), 4. Agree (A), 3. Neutral (N), 2. Disagree (D) and 1. Strongly Disagree (SD). Besides, the mean and deviation were used for interpretation of the findings where mean (M) is the average of group of scores and it is sensitive to extreme score when the population samples are small. Moreover, the standard deviation (SD) was also used to measure the variability in those statistics as it shows how much variation is there from the average (mean). The results are presented in Table 2

Table 2: Human resource planning and organizational performance

Statements	N	Mean	Std. Dev
Human resources planning at ITM Africa Ltd company aims to adaptation with the changes in the external environment	186	3.72	0.8
Human resources management in ITM Africa Ltd company is committed to planning for the human resources	186	3.94	1
ITM Africa Ltd company plans for the human resources to develop their vision and strategic objectives	186	3.61	0.83
There is clarity in the objectives and plans of the human resources in ITM Africa Ltd company	186	3.72	0.93
ITM Africa Ltd company allows the staff in planning the human resources	186	3.67	0.88
Valid N (list wise)	**186**		

Source: Primary data, 2023

Table 2 assessed the relationship between Human resource planning and organizational performance. In the first item as Human resources planning at ITM Africa Ltd company aims to achieve adaptation with the changes in the external environment with a mean of 3.72 (strongly agreed of respondents) and standard deviation of .80 recognized as positive and correlational. The second item as the Human resources management in ITM Africa Ltd company is committed to planning for the human resources with a mean of 3.94 (strongly agreed of respondents) and standard deviation of 1 recognized as positive and very high correlation. The third item as the ITM Africa Ltd company plans for the human resources to develop their vision and strategic objectives presented with a mean of 3.61 (strongly agreed of respondents) and standard deviation of .83 recognized as positive and very high correlation. The fourth items as There is clarity in the objectives and plans of the human resources in ITM Africa Ltd company with a mean of 3.72 and standard deviation of .93 recognized as positive and very high correlation. Lastly, ITM Africa Ltd company allows the staff in planning the human resources as strongly agreed by respondents with a mean of 3.67 with very high positive correlation of 0.88. Therefore, this means that the majority of respondents strongly agreed in accord that all above mentioned items are key components of human resource planning in ITM Africa Ltd company and they affect its organizational performance. This result suggested that the planning processes within ITM Africa Ltd are well established, and HR staff members are well versed with the rules and procedures and have experience and competence in the employee planning process.

4.1.2. Descriptive statistics on Training and Development

Table 3 presented the perceptions of respondents related to the second research objective by showing the established effect of training and development on organizational performance of ITM Africa Ltd company. The respondents were asked to rate their statements by indicating the extent to which they apply to their organization in 5 point Likert scale as shown on (appendix II). 5. Strongly Agree (SA), 4. Agree (A), 3. Neutral (N), 2. Disagree (D) and 1. Strongly Disagree (SD). Besides, the mean and deviation were used for interpretation of the findings where mean (M) is the average of group of scores and it is sensitive to extreme score when the population samples are small. Moreover, the standard deviation (SD) was also used to measure the variability in those statistics as it shows how much variation is there from the average (mean). The results are presented in Table 4

Table 3. Training and development on organizational performance

Statements	N	Mean	Std. Dev
In ITM Africa Ltd, there is an annual plan for the training and development of the human resources that are set according to their needs	186	2.92	0.99
ITM Africa trains the human resources in order to increase their knowledge about their jobs	186	2.96	0.95
ITM Africa trains the human resources to develop their professional Skills	186	3.08	0.95
Training is linked with the preparedness of staff	186	3.15	0.97
ITM Africa is working to develop appropriate plans to train all workers according to prepared studies and plans	186	3.16	0.98
In ITM Africa , there is an environment stimulating workers to apply what they learned practically.	186	3.41	0.98
Valid N (list wise)	**186**		

Table 3 showed the results about 6 items that were assessed the relationship with training and development and organizational performance. The first item as in ITM Africa Ltd, there is an annual plan for the training and development of the human resources that are set according to their needs, and it proves that respondents are strongly agreed with mean of 2.92 then for positive and very high correlation with standard deviation of .99; the second article showed that ITM Africa trains the human resources in order to increase their knowledge about their jobs and it is approved by respondents that are only agreed with mean of 2.96 with positive and high correlation of standard deviation as .95; the third item as ITM Africa trains the human resources to develop their professional skills, and it proves that respondents are strongly agreed with mean of 3.08 and positive and very correlation standard deviation of .95. On the fifth item, as ITM Africa is working to develop appropriate plans to train all workers according to prepared studies and plans,

all respondents strongly agreed that statement with a mean of 3.16 and very high positive correlation standard deviation of .96. Lastly, on sixth item, respondents were asked if in ITM Africa, there is an environment stimulating workers to apply what they learned practically, the respondents agreed with a mean of 3.41 and very positive standard deviation of 0.98. Therefore, this means that the majority of respondents agreed that all above mentioned items are key components of training and development applied in ITM Africa and they affect an organization performance.

4.1.3. Correlation analysis

The findings of the correlations between the independent variables and the dependent variables are summarized and presented in Table 4

Table 4: Correlation between problem solving and Performance of mathematics

		Human Resource Management Practice	Organizational Performance
Human Resource Management Practice	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	186	
Organizational Performance	Pearson Correlation	.708**	1
	Sig. (2-tailed)	.000	
	N	186	186

**. Correlation is significant at the 0.01 level (2-tailed).

According to the findings reported in Table 5, the Pearson correlation analysis showed that problem solving method (r=0.708, p=0.000) is positively and significantly related to organizational performance at ITM Africa. The correlation was deemed to be statistically significant since the p-value was less than 5%. The findings therefore showed that there is a positive and statistically significant relationship between Human

Resource Management Practice and Organizational Performance at ITM Africa.

These findings are similar to the study conducted by Rothwell et al (1989), who stated that good compensation scheme will motivate the employees to work hard and show high competencies in order to achieve the targeted objectives within the organization.

Compensation also has been said to be the key element that could affect the promotion of the academic staff as it involves the monetary and non-monetary reward scheme.

4.1.4. Multiple regression

A multiple regression analysis was performed in this section to identify the predictor and its contribution towards the criterion. It aims to determine the prediction of a single dependent variable from a group of independent variables. The multiple regression analysis was performed with all the assumptions complied with.

Table 5: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.855[a]	.731	.727	.56311

a. Predictors: (Constant), human resource planning and training and development

Table 5 shows the quantity of variance that is explained by the predictor variables. The first statistic, R is the multiple correlation coefficient between all the predictor variables and dependent variable. In the model, the value is .855[a], which indicates that there is a great deal of variance shared by the independent variables and dependent variables. The next value, R Square, is simply the squared value of R. This is frequently used to describe the goodness of fit or the amount variance explained by a given set of predictor variables and its value is 72 % of the variance in the dependent variable is explained by independent variables in the model.

Table 6: Significance of Independent variables

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	156.849	3	52.283	164.885	.000[b]
	Residual	57.710	182	.317		
	Total	214.559	185			

a. Dependent Variable: organization performance

b. Predictors: (Constant), human resource planning, training and development

Table 6 above indicates standard regression which provides the effect of individual predictor variables. Those variables are human resource planning, training and development and compensation management. The table shows the output analysis and whether there is a statistically significant difference group mean. As it is seen, the significance value is 0.00 and the mean is 0.317 which is below 0.05. Therefore, there is a statistically significant difference in the mean length of model.

Table 7. Regression coefficients and significance of the independent variable

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.472	.154		-3.075	.002
	Human resource planning	.470	.041	.475	4.423	.000
	Training and development	.763	.057	.540	13.385	.000

a. Dependent Variable: organizational performance

Information presented in Table 7 evidenced that $Y = 0.481 + 0.470 X_1 + 0.763 X_2 + \varepsilon$ Where y=organization performance. The regression output above shows that human resource planning, training and development and compensation management predictor variables are statistically equal to 0. 000.This shows the regression of independent variables are associated with organization performance. Multiple analysis regression result above indicates the effect of independent variables based on the regression coefficient. The unstandardized Coefficients is 0.472 when is constant and at the same time the Std. Error is 0.154 when they are associated with coefficients.

The significant predictor out of three independent variables are positively related to the criterion in the regression, as shown in Table 7.

4.1.5. Hypotheses Testing

Hypothesis testing is used to examine a regression analysis test. Regression test was used to examine the effect of independent variable on dependent variable. The hypothesis testing was performed by using SPSS tool and the result is as presented in Table 9. In statistics

significance testing the p-value indicates the level of relation of the independent variable and the dependent variable. If the significance number found is less than the critical value also known as the probability value (p) which is statistically set at 0.05, then the conclusion

would be that the model is significant in explaining the relationship; else the model would be regarded as non-significant.

Table 8: Summary of Hypotheses

Hypothesis	Rule	P-Value	Comment
H_{o1}: There is no significant effect of planning on organizational performance of ITM Africa Ltd company	Reject Ho if p value <0.05	p<0.05	Human Resource Planning affects organizational performance of ITM Africa Ltd company
H_{o2}: There is no significant effect of training and development on organizational performance of ITM Africa Ltd company	Reject Ho if p value <0.05	p<0.05	Training and development affects organizational performance of ITM Africa Ltd company.

Source: Primary data, 2023

The Table above indicates the summary results of hypothesis. The regression R value obtained, in which r =807[a] (see Table 6) represented the correlation coefficient of the model whose order value > 0. This illustrates that the incorporation of many variables improved the model when analyzing the effect of Human Resource Management Practice on organizational performance at ITM Africa. The adjusted r^2 value of, r = 0.731, also indicates that the multiple linear regression model could explain for approximately 73% of the variations in participation in leadership. This indicates that HRMP has a great influence on organizational performance at ITM Africa. To identify the independent variables that were mostly responsible for effective devolution in the area, the beta value was used.

Therefore, the researcher found that research hypotheses including: "*Ho₁*: There is no significant effect of planning on organizational performance of ITM Africa Ltd company. *Ho₂*: There is no significant effect of training and development on organizational performance of ITM Africa Ltd company" all were tested; verified and then they are rejected referring to the statistical (regression analysis) findings and then according to the research, the correlation of 0.708 (70.8%) categorized as positive and very high correlation; this leads to confirm that there is significant relationship between HRMP(Human Resource planning and training and development) and performance of development project.

4.2. Discussion of Findings

This section discusses the findings obtained regarding the specific objectives of the study. The discussion of the findings is organized according to the research objectives and in doing so, it makes links to the relevant literature,

in particular the literature so as to bring out the actual meaning of the collected data in relation to the research objectives which aimed at assessing the effects of Human Resources Management Practices on Organizational Performance in ITM Africa.

Findings revealed that the effects of human resource planning affects organizational performance at ITM Africa. The study found that Planning of human resource helps ITM Africa Ltd to identify gaps in different departments, help them to know the succession plan for those who are going to resign, or those who are finishing their employment contracts so that they can prepare their benefits. Furthermore, planning help to identify who is going for training and who is going to fill the gap. The findings are consistence with the findings of the study done by Chand and Katou (2015) who conducted a study in Accra Ghana to examine the effects of human resource practices on organizational performance. They found a positive relationship between HRM practices and organizational performance. They recommended that once a business entity has analyzed its mission, identified all its stakeholders, and defined its goals, it needs a way to measure progress toward those goals.

Furthermore, the study results also revealed that training and development affects organizational performance at ITM Africa. In order to assess the effects of training and development, the researcher wanted to know the effects of training and career development and its effects on organizational performance. According to the findings, there is a positive relationship between training and development and organizational performance as agreed by the majority of respondents.

This finding is in line with the findings of study by Ngirwa (2005) who asserts that if employees are trained

and developed in their career they will be motivated to work hard and hence results in organizational performance. He also stressed that there shall be a clear management policy together with regular review of individual performance and programmes career progression.

5. Conclusion and Recommendations

5.1. Conclusion

The regression R value obtained, in which r = 0.731 represented the correlation coefficient of the model whose order value > 0. This illustrates that the incorporation of many variables improved the model when analyzing the effect of Human Resource Management Practices on organizational performance of ITM Africa. The adjusted r^2 value of, r = 0.727, also indicates that the multiple linear regression model could explain for approximately 73% of the variations in organizational performance at ITM Africa. This indicates that the Human Resource Management Practices has a great effect on organizational performance at ITM Africa. To identify the independent variables that were mostly responsible for effective devolution in the area, the beta value was used.

The variation of Spearman Coefficient correlation is between -1 and 1. Spearman Coefficient correlation is significant when it is equal or greater than 0.01 level. According to the research, the correlation of 0.708 (70%) is positive and very high correlation. As the significant level is at 0.01 (1%), the p-value of 0.000 (i.e. 0.0%) is less than 1%. This leads to confirm that there is significant relationship between Human Resource Management Practices and organizational performance at ITM Africa

5.2. Recommendations

Based on the findings, the following recommendations were made:
1. The public sector institutions governing boards, should be competent so that can be able to prepare a good organizational planning, prepare a viable organizational policy and prepare a good compensation system.
   .
2. Findings imply that HR practitioners need to make sure that they comply with Human resource practices such as employee compensation, employee training and career development so as to motivate employees to work hard, hence bringing higher organizational performance.
3. Employees need to make sure that they increase commitment whenever the employer comply with HR practices to motivate them. They may use a feedback mechanism to show their employer that they are satisfied or dissatisfied with their jobs.

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