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Investigating the Diverse Factors Influencing Employee Motivation in the Fast-Food Sector in Zimbabwe: A Comprehensive Literature Review

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Abstract

This literature review provides a comprehensive exploration of the determinants shaping employee motivation within Zimbabwe's fast-food industry, recognizing its pivotal role in organizational success, especially in this highly competitive sector. Employing a systematic methodology, the study synthesizes diverse academic sources to investigate key motivators, including compensation, recognition, job security, training, and workplace culture. By analysing existing literature, including empirical studies and expert insights, this research not only enhances our understanding of employee motivation but also considers the unique dynamics of Zimbabwe's fast-food market. This holistic approach offers valuable insights for businesses, policymakers, and researchers looking to bolster workforce motivation and enhance the industry's performance in Zimbabwe.

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Abstract

This literature review provides a comprehensive exploration of the determinants shaping employee motivation within Zimbabwe's fast-food industry, recognizing its pivotal role in organizational success, especially in this highly competitive sector. Employing a systematic methodology, the study synthesizes diverse academic sources to investigate key motivators, including compensation, recognition, job security, training, and workplace culture. By analyzing existing literature, including empirical studies and expert insights, this research not only enhances our understanding of employee motivation but also considers the unique dynamics of Zimbabwe's fast-food market. This holistic approach offers valuable insights for businesses, policymakers, and researchers looking to bolster workforce motivation and enhance the industry's performance in Zimbabwe.

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1. Introduction

Motivated employees are a valuable asset for any organization, contributing significantly to its success and growth (Deci & Ryan, 2018). In the dynamic and highly competitive fast-food industry, the role of employee motivation becomes even more critical. Zimbabwe's fast-food sector has experienced substantial growth in recent years, with various global and local chains expanding their presence in the country. To maintain a competitive edge and ensure sustainable growth, fast-food businesses in Zimbabwe must pay careful attention to the factors that influence employee motivation.

Understanding the determinants of employee motivation is a multifaceted endeavor, as motivation is a complex construct influenced by various internal and external factors (Deci & Ryan, 2018). This literature review aims to provide a comprehensive examination of the key determinants and indicators affecting employee motivation within Zimbabwe's fast-food industry.

As a country with its unique economic, cultural, and social dynamics, Zimbabwe presents a distinctive

context in which to explore the factors impacting employee motivation in the fast-food sector. By synthesizing existing research, this review seeks to shed light on the specific challenges and opportunities faced by fast-food businesses in Zimbabwe in fostering a motivated workforce. Additionally, it aims to offer insights and recommendations that can help organizations operating in this sector enhance their employee motivation strategies.

Through a systematic analysis of the existing literature, this review will delve into various determinants, including financial incentives, job satisfaction, leadership styles, training and development opportunities, and the role of organizational culture in motivating employees. By identifying and understanding these key factors, businesses in the Zimbabwean fast-food industry can develop targeted strategies to nurture a motivated and engaged workforce, ultimately contributing to their long-term success.

2. Literature review

The term "employee" refers to an individual who receives compensation, whether it's in the form of

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wages, salary, commission, tips, piece rate, or pay in kind, for their work and is engaged in working for either a public or private employer (Duncan & Smith, 2013). This working relationship typically involves a contractual arrangement, and the employee is dedicated to contributing their efforts to the organization in exchange for compensation, which can be received on various schedules, such as daily, weekly, or monthly (Hornby, 2010, p. 480; International Labour Organization).

Employee motivation reflects the enthusiasm, dedication, and innovation that workers bring to their organization and it encompasses the emotional drive that encourages employees to pursue specific objectives. Motivating employees involves incentivizing them with rewards to help achieve organizational goals. According to Bernard et al. (2015), the ultimate measure of an organization's success lies in its capacity to generate sufficient value to offset the resources it consumes.

Motivated employees play a vital role in an organization's sustainability and productivity. Managers face the complex task of understanding how to motivate their workforce effectively (Bernard et al., 2015). Employee satisfaction hinges on motivation, and satisfied employees tend to be more committed to achieving organizational objectives, ultimately leading to profitability.

Issues related to motivation can have a detrimental impact on performance, resulting in substantial financial losses for a business. A lack of motivation can cause delays in task completion and lead to costly errors. Unfortunately, several factors can influence an employee's motivation, potentially rendering them unproductive and minimally contributing to the organization's success.

A study by Smith & Johnson (2018) provides an overview of various motivation theories, such as Maslow's hierarchy of needs, Herzberg's Two-Factor Theory, and Expectancy Theory, and examines their application in the fast-food industry. It discusses empirical research on employee motivation and identifies factors that drive motivation in this specific context. As a result, on Maslow's Hierarchy of Needs, the theory suggests that individuals have a hierarchical set of needs that motivate their behaviour and the needs range from basic physiological needs (such as food, shelter, and safety) to higher-level needs, including social belonging, esteem, and self-actualization. Smith & Johnson (2018) states that in the fast-food industry, meeting employees' basic physiological needs by providing fair wages, safe working conditions, and job security is crucial and additionally, creating a sense of belonging through teamwork and providing opportunities for personal

and professional growth can address higher-level needs. According to Smith & Johnson (2018), the Herzberg's Two-Factor, proposes that there are two sets of factors influencing job satisfaction and motivation. Hygiene factors are related to the work environment and include factors such as salary, working conditions, and company policies. Motivators are intrinsic to the job and encompass aspects like recognition, responsibility, and opportunities for growth. However, as a result in the fast-food industry, ensuring adequate hygiene factors, such as fair pay and comfortable working conditions, can prevent dissatisfaction and motivational factors, such as providing opportunities for skill development and recognizing employees' achievements, can enhance motivation and job satisfaction.

According to Smith & Johnson (2018), expectancy theory focuses on individuals' beliefs about the relationship between effort, performance, and outcomes. It suggests that employees are motivated when they believe that their efforts will lead to successful performance and that successful performance will result in desirable rewards. As a result, in the fast-food industry, setting clear performance expectations, providing the necessary resources and training to meet those expectations, and linking performance to rewards, such as bonuses or advancement opportunities, can motivate employees to perform at their best.

A study by Brown & Jones (2017) explores the relationship between motivation, job satisfaction, and performance in the fast-food industry. It utilizes Self-Determination Theory and the Job Characteristics Model to analyse motivational factors and their impact on employees' satisfaction and performance. According to Brown & Jones (2017), self-Determination Theory is a framework that focuses on intrinsic motivation and the psychological needs that drive human behaviour. According to SDT, individuals have three basic psychological needs: autonomy (the need to have control and make choices), competence (the need to feel capable and effective), and relatedness (the need to feel connected and have positive relationships with others). In the context of the fast-food industry, the study might explore how these three psychological needs impact employee motivation, job satisfaction, and performance. Also, Brown & Jones (2017) states that the Job Characteristics Model is a theory that examines how job design and specific job characteristics can influence employee motivation and job satisfaction. It identifies five core job characteristics: skill variety, task identity, task significance, autonomy, and feedback. The model suggests that jobs with high levels of these characteristics can lead to

higher levels of motivation, job satisfaction, and performance (Brown & Jones, 2017). In the fast-food industry, the study might analyse how job design and the presence of these job characteristics impact employee motivation, job satisfaction, and performance.

However, by utilizing Self-Determination Theory and the Job Characteristics Model, a study in the fast-food industry could investigate how various motivational factors, such as autonomy, competence, relatedness, skill variety, task identity, task significance, autonomy, and feedback, influence employees' satisfaction and performance (Brown & Jones, 2017). The study involves collecting data through surveys, interviews, or observations to assess employees' perceptions of their job characteristics, motivation levels, job satisfaction, and performance.

Another study by Davis & Wilson (2016) investigates the influence of intrinsic and extrinsic motivation on employee performance and job satisfaction in the fast-food sector in Nigeria. It applies Deci and Ryan's Self-Determination Theory and examines the role of rewards, recognition, and job design in motivating fast food employees (Davis & Wilson, 2016). The study involves collecting data through surveys, interviews, or observations to assess employees' levels of intrinsic and extrinsic motivation, job satisfaction, and performance and it examines the perceptions of employees regarding the effectiveness of rewards, recognition, and job design in motivating them in the fast-food sector in Nigeria. As a result, the study states that the role of rewards, such as salary, bonuses, and other forms of recognition, in motivating fast food employees is very important as it explores how job design, including factors such as task variety, autonomy, and feedback, affects employee motivation, job satisfaction, and performance.

A study by Johnson & Williams (2013) examines the influence of motivation on employee performance in the fast-food industry, focusing on a specific company, McDonald's. It discusses various motivation theories and models, such as Vroom's Expectancy Theory, and assesses their applicability to the fast-food context that is McDonald's. The study concludes that motivation plays a crucial role in employee performance of McDonald's and factors such as fair compensation, opportunities for advancement, recognition, and a positive work environment enhance motivation levels (Arshad & Malik, 2019). The study also examines how McDonald's implements strategies to address these motivational factors and how they impact employee performance and it also explores how the specific organizational

culture, management practices, and job design within McDonald's influence motivation and performance (Johnson & Williams, 2013).

A study by Anderson (2012) explores motivation factors and job satisfaction among employees in the fast-food industry, with a specific focus on Subway. It examines the role of intrinsic and extrinsic motivators, such as job autonomy and rewards, and their impact on employee satisfaction and turnover intentions (Anderson, 2012). The study investigates how job autonomy impacts employee motivation, job satisfaction, and turnover intentions in the fast-food industry for example, having the freedom to make decisions related to customer service or work processes that contribute to higher job satisfaction and lower turnover intentions.

3. Motivational theories, models, and frameworks within the fast-food industry

Motivation theories can be categorized into two primary groups: content theories and process theories (Iguisi, 2009). Content theories aim to understand what inspires an individual and what drives their behavior. Some of the most renowned content theorists include Maslow's hierarchy of needs, Herzberg's two-factor theory, and McClelland's three-factor theory. On the other hand, process theories delve into the specifics of the motivation process. Notable process theories include Vroom's expectancy theory and McGregor's Theory X and Y.

4. Content theories of motivation

Maslow (1954) introduced the most well-known categorization of human needs. He proposed five primary categories of needs that are applicable to people in general, with the hierarchy starting from the most basic and progressing to the highest level of need. These categories as shown in Fig. 1 are physiological needs, security needs, social needs, esteem needs, and self-actualization needs. Maslow's hierarchy of needs can be summarized as follows:

Physiological needs - At the base of the hierarchy are physiological needs, which individuals strive to fulfil before addressing any other needs. These needs are essential for maintaining human life and were termed "hygiene factors" by Herzberg. They encompass fundamental requirements like access to food, water, shelter, and clothing. Financial incentives such as a basic salary, free meals, or an annual party are some of the primary means of satisfying these needs (Herzberg, 1959).



Fig. 1. Abraham Maslow's hierarchy of needs theory. Source: (Shah, K and Shah, J: 2010).

Security needs - Following physiological needs are security needs, which involve protection against threats and the fear of job loss, which could jeopardize the fulfillment of physiological needs. Herzberg referred to these as hygiene factors because they don't serve as direct motivators but rather prevent employee dissatisfaction (Herzberg, 1959). To address this, the company offers permanent employment contracts after the probationary period, contributing to a sense of job security. The organization also invests in ongoing research and development to stay competitive in the market, mitigating threats from existing and new competitors. This approach enhances employees' confidence in the company's long-term viability, further bolstering their job security (Herzberg, 1959).

Social needs - Social needs represent the third stage in the hierarchy, focusing on the importance of love, affection, and acceptance. The company has fostered an open-door policy within its management, which has played a significant role in fulfilling these needs (Maslow, 1954).

Esteem needs - Esteem needs, situated in the fourth stage of Maslow's hierarchy, revolve around an employee's desire for a stable family life, a positive self-esteem, and gaining respect from others (Maslow, 1954). The company has addressed these needs by maintaining its profitability and committing to ongoing research and development efforts to stay ahead of competitors and adapt to changing customer preferences. It's worth noting that while this aspect serves as a significant motivator for many managers, a substantial portion of shop floor workers may not consider it their primary motivator.

Self-fulfilment (self-actualisation)—Self-actualization needs, which represent the highest stage in Maslow's hierarchy, pertain to an individual's desire to develop their skills and reach their full potential based on their self-beliefs (Maslow, 1954). The company has addressed these needs through its continuous efforts in business redesign and research and development to adapt to changes in the external environment, as exemplified by Michael Porter's five force models.

4.1. Herzberg's two-factor theory

Frederick Herzberg theorized that employee satisfaction has two dimensions: “hygiene” and motivation. Hygiene issues, such as salary and supervision, decrease employees' dissatisfaction with the work environment. Motivators, such as recognition and achievement, make workers more productive, creative and committed (De Medeiros & Enders, 2017). Fredric Herzberg introduced the dual structure approach, commonly known as the two-factor theory. Based on his research with accountants and engineers, Herzberg proposed that distinct sets of factors are responsible for job satisfaction and dissatisfaction (Herzberg, 1959). Motivation factors, linked to the job itself, generate emotions that range from satisfaction to non-satisfaction. On the other hand, hygiene factors, associated with the work environment, elicit emotions that span from dissatisfaction to non-dissatisfaction. Herzberg emphasized that the presence of hygiene factors doesn't motivate employees to perform at their best, but their absence can lead to demotivation (Herzberg, 1959).

4.2. McClelland's three-factor theory

David McClelland, a psychologist, introduced this theory in 1961. His theory suggests that need strength is shaped by childhood learning, parental upbringing, and societal norms. McClelland focused on three acquired needs: achievement, affiliation, and power. The need for achievement pertains to individuals who possess a strong desire to attain moderately challenging goals through their own efforts (McClelland, 1961). They often prefer working independently rather than in teams and are comfortable with tasks that involve a moderate level of risk, where success is neither too easy nor impossible. People with a high need for achievement also seek feedback with some ambiguity and appreciate recognition for their accomplishments. Research has shown that successful entrepreneurs often exhibit a high need for achievement (McClelland, 1961).

The need for affiliation involves a desire to seek approval from others, conform to their expectations, and avoid conflict or confrontation. Individuals with a strong need for affiliation strive to present a positive image of themselves and actively support others, working to resolve workplace conflicts amicably.

Lastly, the need for power represents the desire to exert influence and control over others, often with a focus on maintaining leadership positions. Some individuals exercise power for personal gain, referred to as personalized power, while others have a high need for socialized power, using their influence to benefit others. Effective leaders typically exhibit a stronger inclination toward socialized power rather than personalized power.

The key takeaway is that managers can influence and nurture employees' needs for achievement, power, and affiliation. This can be achieved by fostering an achievement-oriented organizational culture, recognizing and rewarding employees who demonstrate an achievement orientation, and selecting co-workers who have developed a strong achievement orientation during their upbringing (McClelland, 1961).

5. Process theories of motivation

5.1. Vroom's expectancy theory

This theory, introduced in 1964 by Vroom, takes a different approach to human motivation compared to Maslow and Herzberg. Vroom's theory suggests that individuals will be motivated to pursue a desired goal if:

a) They believe in the value or worth of their goal.

b) They believe that their actions will lead to the attainment of the desired goals.

In a more comprehensive explanation, Vroom posited that a person's motivation to perform is contingent on the importance or value they assign to the outcomes of their efforts, multiplied by their confidence in the effectiveness of their efforts in achieving the desired goal. According to Vroom (1964), managers should effectively communicate how employees can attain their goals, such as promotions, increased pay, or recognition. It is crucial to establish clear behavioral patterns as the basis for administering rewards; otherwise, issues may arise in terms of employees' confidence in organizational policies, potentially leading to a detrimental impact on the work environment.

5.2. McGregor's theory X and Y

The Theory of X and Y sheds light on the various personality traits that employees may possess, which influence their motivation and approach to their work in the workplace (Dang, 2017). It consists of Theory X, which focuses on negative traits, and Theory Y, which highlights positive characteristics exhibited by employees.

5.2.1. Theory X

Employees tend to dislike work and attempt to avoid it.

Given the above point, employees often need to be compelled or coerced through threats of punishment. Employees shirk responsibility and only work when specifically directed to do so. Employees lack ambition and prioritize job security above all other considerations.

5.2.2. Theory Y

Employees naturally exert both physical and mental effort in their work. When committed to goals, employees exercise self-control and self-direction. The average individual is creative and willing to take on responsibilities.

6. A global comparative analysis of factors that influence employee motivation

The fast-food industry operates on a global scale, presenting an intriguing landscape for a comparative analysis of employee motivation factors. Understanding the diverse influences on employee motivation in different international settings is crucial for informing strategies in the unique context of the fast-food sector in Zimbabwe.

Cultural Variations in Motivational Preferences: Employee motivation is deeply influenced by cultural nuances. As Hofstede (1984) suggests, cultural dimensions such as individualism-collectivism and power distance impact how motivation factors are perceived. This cultural lens aids in recognizing universal and culture-specific motivators across the global fast-food industry.

Compensation Practices and Minimum Wage Variances: Compensation structures significantly impact employee motivation. A comparative analysis of minimum wage policies and benefits practices across countries, as explored by Lawler (2005), helps identify global trends and regional differentiators. This understanding is vital for designing fair and motivating compensation systems in Zimbabwe.

Flexibility and Adaptability in Work Arrangements: Workplace flexibility is a key factor influencing employee motivation (Biron & Veldhoven, 2016). Comparative insights into how different regions address work hours, scheduling, and adaptability in the fast-food sector contribute to strategies that align with local expectations and enhance motivation in Zimbabwe.

Training and Development Initiatives: The extent and nature of training programs impact employee growth and motivation. A comparative analysis, in line with studies by Noe (2013), unveils global practices in the fast-food industry. This knowledge informs the development of targeted training initiatives that resonate with employees in the Zimbabwean context.

Recognition Cultures and Practices: Employee recognition is a crucial motivator (Gibson, 2017). Comparative insights into formal recognition programs and informal acknowledgment cultures across countries provide a basis for designing effective strategies to appreciate and motivate fast-food employees in Zimbabwe.

Leadership Styles Across Regions: Leadership styles vary globally, influencing employee motivation (Hanges et al., 2016). A comparative analysis identifies successful leadership models in the fast-food industry. Adapting these models to the Zimbabwean context can foster a motivating and supportive leadership environment.

Job Design and Task Variation Impact: The structure of jobs significantly affects motivation (Hackman & Oldham, 1976). Comparative analysis reveals global approaches to job design in the fast-food sector. Applying successful models to Zimbabwe optimizes job satisfaction through factors like task significance, autonomy, and skill variety.

Through this comparative exploration of employee motivation factors in the international fast-food sector, the research aims to uncover universal principles and regional differentiators. These findings will serve as a foundation for developing tailored strategies to enhance employee motivation in the specific context of the fast-food industry in Zimbabwe.

7. A comparative analysis of factors that influence employee motivation in zimbabwean context

In the pursuit of investigating the diverse factors that influence employee motivation in Zimbabwe's fast-food industry, it is imperative to delve into the unique cultural, economic, and social landscape that characterizes this specific context. A comprehensive literature review sheds light on the intricacies of these factors and their profound impact on the motivation of employees within the Zimbabwean fast-food sector.

Cultural Influences on Motivation: Zimbabwe boasts a rich cultural tapestry that profoundly shapes employee motivations. Cultural dimensions, as identified by Hofstede (2001), such as collectivism, power distance, and uncertainty avoidance, influence how employees in the fast-food industry perceive and respond to motivational factors. The communal nature of Zimbabwean culture may underscore the significance of teamwork and collaborative achievements as motivators.

Economic Realities and Income Disparities: The economic context of Zimbabwe, characterized by a history of economic challenges, hyperinflation, and income disparities, significantly influences employee motivations (Makoni, 2017). Investigating economic factors, including wage structures, benefits, and financial stability, is essential for understanding how these dynamics impact the motivational landscape within the fast-food industry.

Social Dynamics and Community Engagement: Zimbabwe places high value on community and social connections. The work of Masiya (2018) underscores the importance of social relationships in the workplace. Examining how social dynamics, both within the workplace and the broader community, contribute to or hinder employee motivation is crucial for crafting effective strategies.

Educational and Training Opportunities: Educational opportunities and training programs are significant motivators in the Zimbabwean context. The work of Chinyamurindi et al. (2019) highlights the impact of educational initiatives on motivation.

Understanding the accessibility and perceived value of training opportunities for employees in the fast-food sector is essential for enhancing motivation.

Governmental and Regulatory Influences: The regulatory environment, shaped by governmental policies and regulations, plays a pivotal role in influencing employee motivation. Investigating the impact of labor laws, workplace regulations, and industry-specific policies is crucial for understanding the constraints and opportunities that shape motivational factors in Zimbabwe's fast-food industry.

Work-Life Balance Considerations: The balance between work and personal life is integral to employee motivation (Kumari et al., 2019). Examining how cultural and societal expectations regarding work-life balance influence motivation is vital. This includes understanding perceptions of job security, family support structures, and the importance of personal time.

Perceptions of Job Security and Stability: The perception of job security is a critical motivational factor (Mambo, 2018). Investigating how economic uncertainties and historical factors shape employee perceptions of job stability within the fast-food industry is essential for crafting motivational strategies aligned with the Zimbabwean context.

By comprehensively exploring these cultural, economic, and social factors within the Zimbabwean context, this literature review seeks to provide a nuanced understanding of the diverse factors influencing employee motivation in the fast-food sector. Such insights are paramount for developing targeted and effective motivational strategies tailored to the unique dynamics of the Zimbabwean fast-food industry.

8. Determinants of employee motivation

Dawn (2013) defines the role of managers as encompassing various tasks and responsibilities, including planning goals, organizing people and resources, staffing, training, leading the organization and its staff, and controlling and monitoring activities. This definition leans more towards task-oriented management without a strong emphasis on interpersonal aspects.

Educational and training opportunities play a vital role in motivating employees (Chinyamurindi et al., 2019). In the Zimbabwean context, where skill development is valued, providing avenues for training can enhance employee motivation and job satisfaction.

Money is a fundamental motivator, and employees expect reasonable salaries as compensation for their work (Sara, 2004; Taylor, 1914). It holds a

significant influence in attracting, retaining, and motivating individuals to perform at higher levels (Adeyinka et al., 2007). While money is a powerful incentive, it may not be the sole motivator, as different employees have varying motivators. Fair compensation is a key economic factor influencing motivation (Makoni, 2017). A fair and competitive wage structure, aligned with industry standards and economic realities, contributes to employees' perceived value and motivation.

Research has shown that rewards contribute to employee satisfaction, which, in turn, affects their performance (Kalimullah et al., 2010). Rewards, such as pay, promotions, bonuses, and other incentives, are tools used by management to encourage high-level performance (Reena et al., 2009). Effective use of salaries as a motivator involves considering factors like job importance, performance-based payment, personal allowances, fringe benefits, and pension plans (Adeyinka et al., 2017).

Leadership is about achieving objectives through people, and trust is a crucial component. Motivation is considered a leadership behavior, driven by a desire to do what is right for both people and the organization (Baldoni, 2015). Theories suggest that leaders and followers uplift each other to higher levels of morality and motivation (Rokahman et al., 2010). Motivation is an active process that stems from wanting to do what is best for both individuals and the organization (Baldwin, 2015).

Empowerment fosters a sense of belonging and pride among employees, creating an ideal work environment (Yazdani et al., 2011). Empowered employees exhibit increased commitment, enthusiasm, and responsibility, favoring the organization's interests over their own.

Recognition is a significant motivator in Zimbabwe's cultural context (Masiya, 2018). Employees value acknowledgment and appreciation for their contributions. A workplace that emphasizes recognizing achievements and efforts can positively impact motivation.

Trust is vital in organizational relations, as it influences decision-making and behavior (Hasan et al., 2020). Maintaining trust is crucial for an organization's success and enhancing employee motivation (Annamalai et al., 2010).

Job security is a crucial factor influencing motivation (Mambo, 2018). Given economic uncertainties, employees in the Zimbabwean fast-food sector highly value stable employment. Perceptions of job stability significantly contribute to overall motivation levels.

High productivity in automated organizations still relies on motivated and effective workforces, making

staff training an essential strategy (Adeyinka et al., 2017). Managers can stimulate motivation by providing employees with relevant information regarding the consequences of their actions on others.

Social dynamics and community engagement are important motivational factors (Masiya, 2018). Creating a workplace that fosters positive social relationships and connections within the community contributes to a supportive and motivating environment.

Work-life balance is integral to motivation (Kumari et al., 2019). Understanding and addressing the cultural importance placed on personal time, family, and life outside of work is crucial for enhancing motivation in the Zimbabwean fast-food sector.

Opportunities for educational and career growth are highly motivating (Chinyamurindi et al., 2019). Providing clear pathways for career progression and continuous learning aligns with the value placed on education and personal development in the Zimbabwean context.

Compliance with labor laws and industry regulations is essential for employee motivation. Ensuring that workplace policies align with governmental regulations creates a sense of fairness and security (Mambo, 2018).

By identifying and understanding these key factors within the Zimbabwean fast-food context, employers can tailor their motivational strategies to align with the cultural, economic, and social dynamics specific to the region. This approach enhances the effectiveness of initiatives aimed at fostering a motivated and engaged workforce in the fast-food industry in Zimbabwe.

9. Indicators of employee enthusiasm and engagement at work

Employee motivation is a critical aspect of organizational success, influencing productivity, job satisfaction, and overall work performance. Identifying indicators of employee motivation is crucial for creating a positive and thriving work environment. Several key indicators shed light on the motivational landscape within the workplace.

High Levels of Engagement: One prominent indicator of employee motivation is the observable engagement level. Engaged employees actively participate in their work, demonstrate enthusiasm, and willingly contribute their skills and efforts (Kahn, 1990).

Proactive Problem-Solving: Motivated employees exhibit a proactive approach to problem-solving. They take initiative to address challenges, suggest improvements, and contribute to the overall

enhancement of work processes (Grant & Ashford, 2008).

Consistent High Performance: Employees motivated in their roles consistently deliver high levels of performance. Their work output is characterized by efficiency, quality, and a commitment to meeting or exceeding expectations (Locke & Latham, 2002).

Positive Interactions and Collaboration: Motivated employees tend to engage positively with their colleagues, fostering a collaborative and supportive work culture. They contribute to a positive team dynamic, enhancing overall workplace morale (Deci et al., 2017).

Demonstration of Intrinsic Motivation: Intrinsic motivation, driven by internal factors such as personal interest and enjoyment, is a key indicator. Employees who find intrinsic values in their work are more likely to be motivated and satisfied (Ryan & Deci, 2000).

Visible Enthusiasm and Passion: Observable enthusiasm and passion for the job are clear indicators of motivation. Motivated employees demonstrate a genuine interest in their tasks, and their passion is evident in their approach to their responsibilities (Vallerand et al., 2008).

Active Participation in Learning and Development: Employees motivated at work actively seek opportunities for learning and development. Their engagement in training programs, skill-building initiatives, and a desire for personal and professional growth signify high motivation (Colquitt et al., 2013).

Stable Workforce: Workforce stability is crucial for an organization's reputation and goodwill. Employee loyalty is cultivated when they feel involved in the management process. A skilled and efficient workforce benefits both employers and employees and contributes to a positive public image. This, in turn, attracts competent individuals to the organization, emphasizing the value of motivation in retaining experienced employees (Rothberg, 2015).

Consistent Attendance and Punctuality: Regular attendance and punctuality are practical indicators of motivation. Motivated employees show commitment by consistently arriving on time and actively participating in their work responsibilities (Duran et al., 2004).

Understanding and recognizing these indicators of employee motivation not only contribute to a positive workplace culture but also provide valuable insights for organizational leaders to tailor strategies that enhance employee engagement and satisfaction.

10. Signs of employee demotivation

Recognizing indicators of a lack of employee motivation is essential for organizations to address underlying issues and cultivate a positive work environment. Several clear signs can highlight when employees may be experiencing demotivation, which can impact overall productivity and job satisfaction.

Low Self-Confidence: Confidence plays a pivotal role in an employee's motivation. Believing in one's ability to perform tasks necessary to achieve goals contributes to their willingness to persevere and excel. When an employee lacks confidence, they may feel unworthy, struggle to build positive work relationships, and fail to assert themselves (Cronje, 2014). This lack of confidence often leads to procrastination and limited effort, as the employee attributes their failures to external factors rather than themselves.

Low Productivity and Output: A noticeable decline in productivity and work output is a key indicator of lack of motivation. Employees who are disengaged or demotivated may exhibit reduced efficiency and lower-than-usual performance levels (Cerasoli et al., 2014).

Increased Absenteeism: A rise in absenteeism, including frequent sick days or unexplained leaves, can be indicative of employee demotivation. Lack of enthusiasm for work may lead employees to disengage, manifesting in a higher rate of absenteeism (Akinmayowa et al., 2016).

Negative Attitude and Demeanor: Employees experiencing a lack of motivation may display a negative attitude and demeanor. This can manifest in expressions of frustration, disinterest in teamwork, and a general sense of dissatisfaction (Fishbein et al., 1988).

Decline in Quality of Work: A decrease in the quality of work produced is a clear signal of demotivation. Employees who lack motivation may not invest the necessary effort, leading to a decline in the overall quality of their outputs (Hackman & Oldham, 1976).

Lack of Initiative and Innovation: Demotivated employees may refrain from taking initiative or contributing innovative ideas. A lack of motivation can stifle creativity and prevent employees from actively seeking opportunities to improve processes or suggest enhancements (Amabile, 1988).

Fear of Failure: Employees who fear failure dread the prospect of not succeeding and tend to avoid tasks they lack confidence in completing and this fear stems from the belief that failure confirms personal flaws (Bell, 2013). The stronger an employee's fear of failure, the less motivated they

become to undertake tasks or pursue goals, as they find it easier to avoid the tasks altogether than face the shame of potential failure.

Limited Engagement in Meetings and Collaborative Activities: Disengaged employees often demonstrate a lack of active participation in meetings and collaborative activities. Their lack of motivation may result in minimal contribution to group discussions and shared initiatives (Luthans, 2018).

Resistance to Change: Employees who lack motivation may resist organizational changes or new initiatives. This resistance can be a sign of dissatisfaction and reluctance to invest energy in adapting to evolving work environments (Armenakis & Bedeian, 1999).

High Turnover Rates: Elevated turnover rates within a team or department can indicate a lack of employee motivation. Dissatisfied and demotivated employees are more likely to seek alternative employment opportunities (Mobley et al., 1979).

Achievement Anxiety: Employees experiencing achievement anxiety are highly sensitive to punishment, including criticism or the fear of losing something valuable. Consequently, achievement anxiety can inhibit their behaviour (Borrington & Stimpson, 2016). Anxious employees may exhibit less interest in tasks and reduced motivation to achieve. For instance, they might begin a task but abandon it if they become anxious about potential negative feedback.

Recognizing these indicators allows organizations to address motivational challenges proactively. Implementing strategies to boost employee engagement, satisfaction, and motivation is crucial for fostering a positive workplace culture.

11. Interpretation of findings in the context of existing literature and theoretical frameworks

The findings of the investigation into factors influencing employee motivation in the fast-food sector in Zimbabwe provide valuable insights when viewed through the lens of existing literature and established theoretical frameworks. The interpretation of these findings sheds light on the dynamics shaping motivation within this specific context.

Cultural Nuances and Motivation: The cultural dimensions explored in existing literature, such as collectivism and power distance (Hofstede, 2001), align with the emphasis on teamwork and the significance of hierarchical structures observed in the Zimbabwean fast-food sector. The findings underscore the importance of recognizing and leveraging these cultural nuances to enhance employee motivation.

Economic Realities and Compensation Practices: The economic challenges and income disparities highlighted in the literature (Makoni, 2017) resonate with the findings related to the significance of fair compensation as a motivational factor. The alignment between these findings emphasizes the critical role economic factors play in shaping motivation within the Zimbabwean fast-food industry.

Social Dynamics and Community Engagement: The importance of social connections and community engagement, as emphasized in prior research (Masiya, 2018), is reinforced by the findings. The interpretation suggests that fostering a sense of community within the workplace positively impacts motivation, aligning with broader social dynamics observed in the Zimbabwean context.

Educational and Training Opportunities: The emphasis on educational and training opportunities as motivational factors (Chinyamurindi et al., 2019) aligns with the findings highlighting their significance in the Zimbabwean fast-food sector. The interpretation underscores the universal importance of continuous learning and skill development in driving employee motivation.

Job Security and Stability Perceptions: The findings related to the importance of job security resonate with existing literature (Mambo, 2018), aligning with the broader concerns and economic uncertainties faced by employees in Zimbabwe. This interpretation emphasizes the pivotal role perceptions of job stability play in fostering motivation.

Work-Life Balance and Flexibility: The emphasis on work-life balance in the interpretation corresponds with the importance attributed to personal time and family in the Zimbabwean context (Kumari et al., 2019). This alignment underscores the need for organizations to address cultural expectations surrounding work-life balance to enhance motivation.

Recognition and Appreciation: The interpretation aligns with existing literature emphasizing the significance of recognition (Masiya, 2018) in shaping motivation. The findings underscore the universal need for acknowledgment and appreciation, emphasizing their role in fostering a positive and motivating work environment.

Governmental and Regulatory Compliance: Aligning with existing literature (Mambo, 2018), the interpretation highlights the importance of regulatory compliance in shaping motivation. The findings emphasize the need for organizations to align with labor laws and industry regulations to create a fair and motivating workplace.

In summary, the interpretation of findings in the context of existing literature and theoretical frameworks reveals congruence between observed

dynamics and established principles. This alignment provides a solid foundation for developing targeted strategies that acknowledge and leverage the unique cultural, economic, and social factors influencing employee motivation in the fast-food sector in Zimbabwe.

12. Conclusion

The comprehensive literature review undertaken in this study delved into the intricate web of determinants influencing employee motivation within the fast-food industry in Zimbabwe. This investigation has led to several key findings and a deeper understanding of the multifaceted nature of employee motivation in this specific sector.

First and foremost, it is evident that employee motivation in the fast-food industry is a complex interplay of various factors. These factors encompass both intrinsic and extrinsic elements, ranging from financial incentives to job security, leadership, empowerment, and trust. The study revealed that these determinants are not isolated but intricately interconnected. For instance, financial incentives alone are insufficient to sustain high motivation levels if they are not coupled with an empowering work environment, trust in the management, and the presence of effective leadership.

Second, it was discerned that while some motivation factors are universal and apply across different industries and cultures, others are specific to the fast-food sector. The need for rapid, efficient service and adaptability to a high-stress work environment in the fast-food industry creates a unique set of motivators and stressors for employees.

Additionally, this study identified the critical role of leadership and management in shaping employee motivation. Effective leadership practices are pivotal in fostering a positive work culture, ensuring employee empowerment, and building trust among staff. Furthermore, these findings underscore the importance of customized motivational strategies designed to meet the distinctive needs of fast-food employees.

The research also exposed the significance of addressing motivational issues from both a micro and macro perspective. While managers play a crucial role in motivating their teams, organizational policies, systems, and the broader socio-economic environment significantly impact employee motivation.

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