

The Motivation of Employees in G4SOM South Sudan

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Abstract

This paper examines the motivational factors influencing G4SOM employees in South Sudan, particularly their participation in energy-focused demining projects. It reviews foundational motivation theories such as Maslow's hierarchy of needs, the two-factor theory, and distinctions between intrinsic and extrinsic motivation. Intrinsic motivation relates to internal satisfaction and enjoyment, while rewards and external pressures drive extrinsic motivation. Understanding these theories provides valuable insights for managers, educators, and leaders to better comprehend and influence human behaviour toward goal achievement. The research highlights a gap in current literature, underlining the need for this study. A mixed-methods approach is adopted, guided by a pragmatic philosophy. Data will be collected through narration, semi-structured interviews, and a phenomenological design, with non-probability sampling targeting key G4SOM staff. Analysis will include thematic (qualitative) and SPSS-based (quantitative) methods. Findings will inform practical recommendations to enhance motivation strategies within the organisation.

Keywords: Motivation and Motivation theories, Goal-orientation, Leadership, Communication, Emotional Intelligence

INTRODUCTION

Motivation in the Demining field remains unexploited; experiences on the ground show that many employees in the demining field have abandoned their work suddenly for unknown reasons (Farahmandpour & Voelkel, 2025). However, as the first assumption, employees lack motivation due to different aspects that require investigation (Başer et al., 2025) as the current study in the demining field will contribute to generate the body of knowledge, which will be a new knowledge in the

demining context and innovation about motivation in the demining field, which will be a benchmark for professionals in the demining field and will contribute to changing implementation at both the employee and employer levels (Croes et al., 2025).

This research evaluates motivation benefits among G4SOM employees in South Sudan to determine how they will engage with energy in demining projects. As per the article Clearing landmines to restore safety in South Sudan (G4s.com, 2019), these projects involve clearing the threats of landmines and Explosive Remnants of war in the contaminated zone to enable the community to utilise the land more securely and to maximise productivity, which will boost the economy of South Sudan. Our research objectives are to identify motivation factors, such as intrinsic and extrinsic factors, to keep employees motivated, to evaluate how motivation impacts the overall G4SOM performance, to identify the influences of motivation factors on measuring job performance, to assess the relationship between motivation factors, to research and analyse them and their impact on the G4SOM performance, and to provide recommendations regarding factors affecting employee motivation in a demining context.

With research, we would like to broadly highlight the importance of motivation and emphasise why this context (demining in South Sudan) is under-researched or significant. The introduction discusses several theories and empirical studies on motivation, but does not effectively integrate them into the research context (demining). We will review motivation theories and try to clearly articulate how these relate to the demining sector's unique challenges. While general significance is discussed, this section lacks a compelling argument for studying motivation within the demining field.

However, some reasons for studying employee motivation in the demining context are mentioned (e.g., its critical role in improving productivity), but not tied to the research gap or practical need. This research will emphasise identifying key motivation factors of employees within G4SOM South Sudan, elaborate on the strength and power of motivation within the organisation, establish strategies to keep employees motivated, and identify its impacts on overall organisational performance (G4S, 2018). For that reason, we set the following research questions:

- What motivates G4SOM employee to remain loyal to their organisation?
- What Leadership styles within G4SOM motivate employees?

THEORETICAL CONCEPTS BACKGROUND

This research emphasises employee motivation in the demining field by collecting data within the organisation G4SOM in South Sudan from the known and identified research questions and the conceptual framework. It includes a literature review, including the selection of a theoretical framework, a comprehensive review of the empirical research on motivation in different concepts to see whether the same result found in various contexts might apply in the demining field, and finally, the identification of the research gaps (Mehner et al., 2024). It will be with the current research contribution field, which will demonstrate the power of the current research.

After the research gap is identified, it is time for research methodology (Bdair, 2025). We will employ qualitative research approaches (Busababodhin et al., 2025). In the sampling strategies, we have identified a group of top management for interviews, which will last 45 minutes for each, a list of key personnel for the same activities, and the team members who will be selected to participate in this exercise will answer the survey questions that help us test the hypothesis. For data analysis, we

will use the qualitative approach, identify themes, and conduct thematic and discourse analysis, including content analysis in short cases. The results will then be analysed, and discussions will occur to identify findings and conclude with recommendations.

IMPORTANCE OF MOTIVATION IN VARIOUS ASPECTS OF LIFE

The reality of life is proof that nothing could have been achieved without motivation. In other words, motivation is critical in all aspects of life, according to McCoach and Flake (2018), and vital to success everywhere. For example, without motivation, the student cannot complete studies; without motivation, there is no promotion in the workplace. Milton (2025) indicates that motivation provides the fuel to ignite abilities and convert them into realisations or achievements. Siswanti and Muafi (2025) argued that natural aptitude or giftedness predicts academic and career success. Motivation is the catalyst that allows aptitude or ability to be harnessed to achieve those great successes (Shebani et al., 2025). Even when endowed with natural talent or potential, gifted students cannot fully develop their abilities without adequate Motivation (Seibert et al., 2024).

Motivation is critical in maintaining a position or getting promoted in a respected organisation. For example, people moved from one position to another because of motivation and hard work. However, it has to be vice versa from the employee and the organisational perspective. According to Varma (2018), motivated and satisfied employees will have a committed approach toward organisational objectives; organisations must show similar commitment toward motivated employees' objectives. Mohebbi (2025) argued that human resources should accomplish its efforts by aligning the aspirations of motivated employees with the firm's goals. Mentioned authors emphasise that the organisation should create an inspiring working environment that develops, promotes, and addresses motivated employees' aspirations and needs for growth and development.

However, not every employee is enthusiastic; some are moderate, and some are naturally weak. Varma (2018) argued that human resources should play the role of an intersection and challenges the fact that employee motivation counts many aspects, including turnover, but other adverse aspects of dissatisfaction, such as employee absenteeism, lower morale, low performance, low contribution to the team, less coordination, and less focus toward organisational aims and objectives which may affect the organisation to survive in the highly competitive world environment. Elkhwesky et al. (2022) argued that human resources must induce an organisational environment and promote a culture, considering the organisation's prevailing needs.

WORK MOTIVATION AND ITS SIGNIFICANCE IN THE ORGANISATION CONTEXT

Work motivation is deliberately volunteering and physically and mentally engaging in pursuing a goal. However, motivational factors may include wages, salary increments, the status of recognition at the workplace, achievement, relationships with colleagues, and a sense of recognition of others' work.

Elmuratova and Óskinbeva (2024) developed the Hackman model that influenced employees to be internally motivated to perform their jobs effectively. This model focuses on three variables: the internally motivated work behaviour underpinned by the psychological states, the characteristics of the work that underpin the psychological states, and the characteristics or attributes of the person who responds to challenging and complex tasks. Calluso and Devetag (2025) developed Scholl's self-

concept theory (Scholl & Leslie, 1999), which was studied in the past in sociological and psychological literature. They argued that the self-concept theory positively impacted work motivation and was used to develop the metatheories of work motivation.

Motivation is a crucial element influencing employee engagement and is the critical amplifier of employee work performance (Abdullah et al., 2025). Within the organisation, human resources is the focal point for regularly updating the responsibilities of both employees and employers. In the article, *The Role of Work Context in Work Motivation*, Bradley (2004) develops a framework that identifies the vital contextual variables influencing employee engagement and work performance. Saleem et al., (2025) emphasises the critical role of the link that exists between performance through employee motivation best practices and the organisational goals achievement, considered a system, which is the vital factor enabling the company's performance by motivating employees to practice and adopt desired attitudes and behaviours for achieving the strategic objectives of the organisation.

The workplace experience shows that satisfied and motivated employees have always committed to reaching the organisation's objectives. On the other hand, the organisation should analyse and satisfy its employees to reach that level and keep them motivated. Kanfer and Chen (2016) argue that HR maintains and aligns employees' needs and aspirations with the organisation's goals. Imran et al. (2025) claimed that satisfied and motivated employees will have a committed view of the organisation's objectives.

In the research, we analyse the effect of work motivation, job satisfaction, and organisational performance on employee engagement from the employee engagement perspective. The following motivation variables are job satisfaction and employee engagement. Kassa and Worku (2025) argued that motivation variables impact job motivation; conversely, they argued that job satisfaction does not affect organisational performance: employee motivation and Job satisfaction. Rahmawati and Setiawan (2024) argued that Motivation and employee engagement are crucial for the organisation's performance.

Sanusi and Yudhyani (2025) argued that the three variables, work motivation, job satisfaction, and employee performance, are correlated. When workers are motivated, they perform their duties diligently and score high in production. On the other hand, employee performance is critical, and it can only be reached when hard work is performed and the team members are engaged. Recent research conducted in the IT field in Indonesia by Riyan et al. (2021) argued that job satisfaction does not impact organisational performance. Organisational performance can be agreed upon by considering an employer who cares for lazy employees, even if they get everything. While they cannot perform their duty properly, it will harm the organisation's performance. However, Ali and Anwar (2021) argued that satisfied employees or job satisfaction played a massive role in employee performance and at the organisational level. After discussing a few points of view, the authors agree that rewarding employees is key to employee motivation.

Liu et al. (2025) argued that employees are essential to the organisation, and job satisfaction conditions play an enormous role in employee performance and work satisfaction. The work motivation culture has an impact on job satisfaction. However, it can only be reached for communication between employees and managers. Managers and employees need better communication, as it helps both parties be on the same page to understand where the problem lies and what action plan shall be implemented to remedy the situation. To illustrate the above statement,

the case has been studied in the Banking sector in Nigeria to elaborate on the importance of communication between employees and employers and how they are essential for the organisation's overall performance (Ali & Anwar, 2021). Communication plays a commensurable role and is the power of success in winning for both parties.

The communication between the employee and the manager was unpacked in research conducted among primary school teachers. The findings unpack the role of managers to listen to their employees with tact and diligence, which contributes to motivating employees and employers, as well as the performance of the organisation and the reinforcement of the management systems. However, employee salary has been identified as a stimulus of employee motivation and engagement in the overall organisation performance (Forson et al, 2021). The salary scale has been aggregated as the key element in employee motivation in most industries, as it has been seen that work motivation is the Benchmark of the organisation's performance, and it has a positive and significant effect on the organisation's performance.

External rules, for example, how the organisation's employees shall behave, have limited influence on the organisation's performance. Then, internal rules within the organisation have a limited impact on employee behaviour. On the other hand, intrinsic motivation is critical for the employee's well-being, behaviour, and attitudes. It is more powerful to predict the organisation's citizenship behaviour (Forson et al., 2021). Arshad et al. (2021) argued that organisational citizenship behaviour is mandatory and that managers must ensure the culture adopted within the organisation is accepted and adopted by everyone within the company. It was evident that ensuring the climate within the organisation's environment is in the best interests of all employees. In this way, the employees' motivations will be boosted, resulting in good productivity and keeping the organisation competitive in the agile business world.

The organisation's management team needs to manage stress in the workplace. Arief et al. (2022) argued that an organisation's lack of stress containment is the source of employee turnover. For example, stress impacts employees' engagement and overall Motivation in South Sudan. On the other hand, research conducted on work stress by Arief et al. (2022) has argued that management shall be vigilant and control the work atmosphere within the organisation's environment. For example, management experiences, the work environment, and the relationship between employer and employees are key success factors.

Individual needs are critical in work motivation, and employees and the social conditions are significant in boosting employee engagement. Alzahrani et al. (2018) emphasise the above aspects, and it is the responsibility of the management to look at and implement them in their respective organisation as soon as they want to implement changes. The authors also argued that intrinsic motivation is more essential than extrinsic motivation. We look at what is central to inherent motivation vs. what makes employees more engaged in their work field. Recent research by the same author affirms that intrinsic motivation is more efficient than extrinsic motivation (Batz Liñeiro et al., 2024). For the tangible example we observed in the work field in South Sudan, we proved that work motivation played a critical role in the organisation's overall goals, boosting productivity, efficiency, and effectiveness. To focus on the individual aspects, the authors approved and agreed on the influence of individuals' capability, competency, and the ability to perform the tasks without supervision from their superior. The social situations of the employees, as well as their psychological and work motivation needs, need consideration. Based on my experiences, we argued that autonomy

and social relatedness positively impact the employee's work motivation, and the social situation should be considered. As an implication, intrinsic, extrinsic, and social aspects are needed to keep a good atmosphere within the working environment.

THE ROLE OF LEADERSHIP

The role of the leadership was identified as critical in work motivation and the organisation's performance perspective. Rahmadhon et al. (2024) argued that the Leadership role is crucial from a work perspective and critical (Mollah et al., 2025). The authors argued that a well-rewarded employee creates work motivation and boosts the organisation's performance. As proven by the author, leadership rewards for employee performance were considered one of the key success factors in enhancing employee motivation. Considering the knowledge of accomplishing company goals, leadership shall be present (Ahsan, 2025). However, from personal experience, commitment and leadership contribution are vital for organisational performance, and play a critical role in the organisation's vision. Leadership plays a key role in motivation, is a key element in the work environment and a key factor in motivating employees to contribute optimally (Vo et al., 2022). Therefore, effective leaders can influence employee behaviour. For example, massive workloads for manual workers can negatively impact employee motivation and contribute to the organisation's performance. The management teams are responsible for ensuring the workload does not affect the employee's health and well-being and that the organisation's productivity is not compromised (Alkuwari, 2025). In conclusion, motivated employees shall be recognised and rewarded for maintaining high-quality work. As per the personnel experience, the leadership role in rewarding employees positively affects employee performance (Rahmadhon et al., 2024).

Harefa et al. (2025) found that work motivation impacts organisational performance. However, work motivation is critical in many aspects of the organisation's performance. For example, motivated employees tend to develop a learning culture and make more innovations, which positively impacts the organisation's goal achievement and other significant developments of the employee and the organisation's growth. The author argued that work motivation plays a massive role in the company's growth. To conclude, there is a relationship between work Motivation, employee performance, and workforce performance.

The management teams play a profound role in the motivation field, impacting motivation and the system on individual and organisational performance. Different factors that boost the performance of employees and the management systems within the company are interconnected. Madzı et al. (2025) argued that many factors that increase performance, such as employee motivation and management systems, are connected to achieving organisational goals. Ahmad (2025) argued that work motivation and organisational performance are critical to achieving a common goal. However, the relationship between employee and organisational performance varied from different perspectives and contexts. Employee satisfaction and intrinsic motivation differ as well. Lastly, Palmucci et al. (2025) argued that there is a moderate relationship between motivated employees and organisational performance. Employees shall adhere to the company's management system to avoid work stress and other issues. Lastly, the authors affirmed that motivated employees adhered easily to the management system of an organisation. The relations between the employee's motivations and their growth with the company are key for the management.

ROLE OF EMOTIONAL INTELLIGENCE

Emotional intelligence was a critical element when seeking to develop employee motivation. Goodman (2025) argued that employees hold their jobs for an extended period, depending on the role of emotional intelligence observed in the firms. It was claimed that the employee's reason for multiple work holdings has been identified from an aspirational standpoint. It has been argued that emotional intelligence enables employees to stay committed to their organisations and focus on what the management requires from them to be achieved. However, the author claimed that employees listen more when the company's leadership has a sense of emotional intelligence, and that employees are motivated when there is favouritism among team members and when everyone on the team is treated equally regardless of race, sex, gender, etc. Lastly, job insecurity was identified as one factor of psychological contract violation. On the other hand, Goodman (2025) argued that to avoid employee turnover, favouritism should be abolished so that the company will keep its members in place and the turnover will be reduced.

Qureshi et al. (2025) argued that workload, occupational safety, and compensation are critical to employee job satisfaction and workplace safety, employee compensation, and workload. Employee work satisfaction is paramount within an organisation. It plays an enormous role in productivity, loyalty, citizenship, and, why not, retention, which are essential for the production and the firm's growth. It is achieved by mitigating work stress and improving job satisfaction.

RESEARCH AND RESULTS

This research employs the qualitative research approach. We will use the interview to explore reality afterwards, conducting inductive thematic analysis (Coghlan et al., 2019). Our planned activities are divided into the following phases (Coghlan et al., 2019):

- Phase 1 -A comprehensive literature review will be conducted to identify the research gap.
- Phase 2 -This research evaluates motivation factors and explains their importance in the demining context.
- Phase 3 - In the third phase, conclusions shall be drafted, and the results will be compared to the research question, aim, and hypotheses based on our research results.

We will consider all ethical points of view during the research and begin with them after the consent of an interviewed person is granted (Laryeafio & Ogbewe, 2023).

The sample comprises four top management levels and 6 top key managerial levels at the team level, representing the sample for the qualitative research (Renauer et al., 2003). The employees must give their point of view because they are the focal points of this research and should advise why they are doing certain things instead of others (Johnson et al., 2015). Given the nature of qualitative research, the sample size of 10 respondents will be aimed for. However, this ample will allow the researcher to access the range of perspectives in a manageable fashion (Azam, 2015). The interviews will be a maximum of 45 minutes, and we will use a separate method (Suri, 2011).

A sample of 80 team members, four multi-task teams, will constitute a sample for quantitative surveys. (Shu et al., 2017). That will enable the research to compare and analyse the relationships between variables (Suri, 2011). It is essential to get data from G4SOM alone and understand the situation in the Demining field in South Sudan (Faghih et al., 2018).

We will explore data collected during the interview on motivation, i.e., understanding the expected outcome based on the existing theories (Douglas, 2003). After that, we will discuss the research aims and objectives, research questions, and the company's strategy for keeping employees motivated (Tosey et al., 2022). The team members will receive the surveys using the 1ka surveys platform (Forza, 2002). We are looking for 80 team members from four multi-task teams. We will use this number to obtain and explore insights and perspectives (Suri, 2011). According to Hole (2023), we will identify themes and conduct a thematic analysis. That will allow the researcher to identify themes and patterns in employee motivation (Dusi, 2022). Given that little is known about this topic in the Demining field currently in South Sudan, an inductive approach will be much more appropriate (Hole, 2023).

Due to the time limitations and the contract obligation, the research will focus only on one G4SOM project in South Sudan. Considering the non-probability sampling strategy, A cross-sectional approach will be used (Sturman, 2007)

This study will investigate the impacts of employee motivation within G4SOM in South Sudan in the context of the demining field, which will uncover the possibility of new input and insights into the behaviour of the demining field in the context of productivity and high result achievement. Beer (2023) argues that an important aspect is the organisation's high performance and productivity, since productivity is required in the competitive age. We believe productivity matters in a highly competitive field (Ghaith et al., 2022). We predict this field strongly encourages organisational behaviour, which is the core of a better understanding of behaviours and their impacts. For example, productivity will encourage enhanced and more streamlined organisational behaviour (Connelly & Torrence, 2018).

Through research, we will mainly provide new insights into the characteristics of the organisation's behaviour for the lifespan of the operational life in the demining field in South Sudan (Agars et al., 2007). Our findings will contribute new knowledge and reflection on the impact of organisational behaviour on employee and employer changes in the motivation aspects field, based on which recommendations can be made to the organisation's policies to achieve better results in a highly competitive field (Ahmad, 2015). The effects of organisational behaviour on employees and employers in the demining field have never been comprehensively researched, especially in South Sudan. Wills et al. (1990) propose that research should be conducted in an organisational behaviour context to empower employees and employers and enable the organisation to remain dominant in the competitive edge (Shore et al., 2004).

Our findings will clarify how employee motivation impacts the organisation's production. (Lim et al., 2023) We will answer the questions about how motivation increases productivity, the consequences that follow unmotivated employees, and their consequences on the organisation (Sheard & Kakabadse, 2004). The results will reveal changes in the working environment of the G4SOM Organisation and its mechanisms and operations. Lastly, the result will be a significant contribution to knowledge management.

DISCUSSION ABOUT THE RESEARCH QUESTION

For research, we set the following research questions:

- RQ1: What motivates G4SOM employee to remain loyal to their organisation?

- RQ2: What Leadership styles within G4SOM motivate employees?

For RQ1, the study conducted by Nurzanah and Damaiyanti (2023) confirmed that motivation affects employee performance, work discipline affects employee performance, job satisfaction affects employee performance, and work loyalty affects employee performance. Social sustainability actions impact employee retention and loyalty when there is navigation between social capital. Cachón-Rodríguez et al. (2022) argued that social sustainability actions had a greater impact on employee social capital, as alleged by employees, and social capital affected employee loyalty and retention. Employee motivation is linked to organisational performance. Similarly, when the employee does a good job and performance is acceptable, it impacts the organisation's reputation and performance. For example, an organisation that is requested to conduct a task for a client, when the client is happy with the job performed by the team, it means there will be trust in the organisation, and this shall be the role of the leadership to address. Kalogiannidis and Damaiyanti (2021) argued that employee motivation is more linked to organisational performance. However, additional factors contribute to the employee's capability to do better and efficiently. Similarly, Kalogiannidis and Damaiyanti (2021) argued that several aspects of motivation are essential to the employee's level of job performance. On the other hand, the leadership plays a massive role in the professional organisation; without strong leadership, the organisation cannot sustain itself. Similarly, communication determines the success of the professional organisation, including work motivation, which is the current driver (Saputra, 2021).

For RQ2, the leadership positively and critically affects personnel performance. Ratnasari et al. (2024) argued that leadership has many positive impacts and effects on employee, work motivation has impacts on employee performance, discipline at work has positive effects on personnel performance, competence has an impact on personnel performance, and leadership style, work motivation, work discipline, competence, and work environment simultaneously have a positive and critical effects on personnel performance.

RECOMMENDATIONS

Based on the findings, the recommendations shall be for employees and management to ensure that change will be implemented for a prosperous future in the agile business world. The findings must be presented to the management of G4SOM South Sudan for review, and why the change shall be implemented shall be explained to the audience. It is vital to ensure both the employee and the management understand the findings and agree to implement change for reasons that will be elaborated.

It will clearly explain to the managers what went well, what went wrong, and what shall be remedied for better workforce environments. The role of all participants shall be clearly stated to ensure all parties, including employees and employers, are on the same page. A copy of the findings shall be left at G4SOM South Sudan for review and approval. After the findings are discussed, the management team is responsible for considering and implementing them to uncover the power of employee motivation and its impact on overall organisational performance and competitiveness in the agile business world.

CONCLUSION

Given the critical importance of motivation in the demining field, this study sought to identify potential backgrounds of employee motivation within the demining context. However, a qualitative research approach was employed, followed by the results' thematic analysis and context analysis. This chapter concluded the study by highlighting the key findings concerning the research aims and questions. Motivation factors and leadership role were the primary antecedents, while social environment and emotional intelligence were secondary antecedents. However, more shall be studied as soon as we conduct our research. Based on these findings, actionable recommendations were made to the organisation's owner. The research results suggest that the employer and practitioner consider and implement the employee's needs, positively impacting overall organisational performance. The chapter concluded with a review of overall limitations, from which future research recommendations flowed.

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