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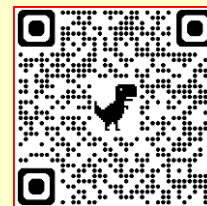
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Impact of monitoring and planning requirements to identify skills and motivate employees in considering different factors (A Mauritius Case Study).

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ABSTRACT

This abstract discusses the benefits of monitoring and planning requirements as the ability to identify skill gaps within an organization. This process involves assessing employees' current skill levels and identifying areas where additional training and development are necessary. Once skill gaps are identified, organizations can create targeted training programs to bridge these gaps and improve their employees' abilities. This, in turn, results in a more efficient and productive workforce, which is essential for any organization's success. Motivating employees is providing them with opportunities for growth and development. This includes both on-the-job training and educational opportunities outside the workplace. By investing in their employee's growth and development, organizations can increase their employees' skill levels and job satisfaction and loyalty to the company. Other factors when monitoring and planning requirements include employee engagement, job satisfaction, and overall organizational culture. Organizations can foster a culture of continuous improvement and innovation by creating a positive work environment that encourages employee feedback and involvement.

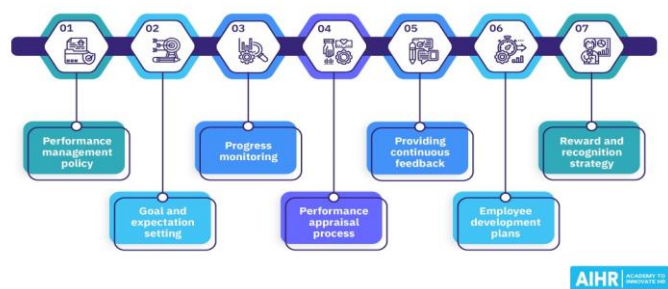
KEY WORDS: Employee Motivation, Monitoring, Planning, Employee Skills, Performance.

Introduction

Effective monitoring and planning of employee skills can significantly impact an organization's success. By identifying the required skills and knowledge necessary for each role, companies can better plan for the development and training of their employees. Additionally, monitoring employee performance and progress can provide valuable insights into individual strengths and weaknesses, allowing organizations to tailor their development plans to meet the needs of each employee. In turn, this can lead to increased job satisfaction, motivation, and ultimately, better employee retention rates. However, there are various factors to consider when implementing monitoring and planning requirements, such as the company culture, the level of employee autonomy, and the

availability of resources. Understanding these factors and how they may impact the implementation process is crucial for organizations seeking to maximize the benefits of monitoring and planning employee skills. Monitoring, and planning requirements to identify skills and motivate employees is essential for any organization that wishes to remain competitive in today's business landscape. Organizations can create a skilled, motivated, and engaged workforce by identifying skill gaps, providing opportunities for growth and development, and fostering a positive work environment. This research will provide valuable insights for managers and organizations on effectively monitoring and planning their employees' tasks to enhance their motivation, job satisfaction, and performance, leading to improved organizational outcomes.

Effective Performance Management: Key Elements



Source: (Vulpen, 2023)

Objectives

The objective of this study is to investigate the impact of monitoring and planning requirements on identifying employees' skills and motivating them to improve their performance by considering various factors, such as job satisfaction, job autonomy, and professional development opportunities.

Problem statement

Many organizations struggle to identify the necessary skills and motivations of their employees to effectively monitor and plan their workforce. This lack of understanding can lead to ineffective resource allocation, poor employee engagement, and a suboptimal work environment. As a result, there is a need to investigate the impact of monitoring and planning requirements on identifying skills and motivating employees while considering various factors, such as job satisfaction, training opportunities, and career growth potential. By doing so, organizations can better align their workforce with their goals and objectives, ultimately leading to improved productivity and overall success.

Need for the Study

In today's competitive business environment, organizations need to identify skills and motivate employees to remain relevant and achieve their objectives. The study aims to investigate the impact of monitoring and planning requirements on identifying skills and motivating employees in Mauritius as there has not been much research in this field, the need for this study will focus on the challenges faced by organizations in Mauritius in this regard.

Hypotheses of the study

The following hypotheses were formulated to find out how the individual variables are linked to employee motivation (EM), and skill identification (SI):

H1: There is a positive relationship between the work environment at different organisation in Mauritius and EM.

H2: There is a positive relationship between recognition, performance, and SI.

H3: Employee engagement level at different organisation in Mauritius is good.

H4: There is a positive relationship between EM and SI when EM is high

Literature review

^{A1} Organizations must consider the overall organizational structure when planning HR requirements. HR planning involves assessing the organizational structure and identifying changes that may be

needed to support the company's objectives. An overview of the organizational structure indicates that the workforce should be aligned mainly with the company's goals. According to a study by Cascio (2018), HR planning requires an understanding of the organization, including its culture and management practices.

^{A2} Mentioning the first internal factor is the goals and objectives of the company. To make sure that everyone in the company is working toward the same workforce, HR planning should be in line with the organization's mission and vision to achieve its strategic goals. According to a study by Armstrong and Taylor (2014), HR planning is concerned with ensuring that the organization has the right number of people in the right jobs at the right time. This involves forecasting the organization's future workforce requirements, including taking the market share and business environment into consideration to create strategies to develop workers who will benefit the company.

^{A3} Another internal factor is the present workforce's capabilities. To identify any skills or training needs, HR planning should include the evaluation of the workforce's strengths and weaknesses, which will make it possible for the company to create plans, enhance employee performance, and make sure that the workers possess the abilities needed to achieve the company's objectives. According to a study by Bulla and Scott (1994), HR planning should focus on assessing and developing employee skills, competencies, and potential, and managing performance to ensure that the organization's workforce is capable and can face any new incoming challenges.

^{A4} When making plans for an organization, they need to be alert and ready for a variety of external factors that can affect its decision-making process when planning its human resource demands. These external elements, which have a considerable impact on both the supply and demand of HR, include economic conditions, regulatory issues, demographics, technology, legal concerns, and competition. The impact of monitoring and planning requirements on employee motivation and skill development has been a topic of interest in both academic and practical settings. This literature review will examine studies that investigate the relationship between monitoring and planning requirements and employee skills and motivation. The review will identify the different factors that influence this relationship and explore the implications for organizations. (MacLeod and Clarke (2009).

^{A5} Monitoring and planning requirements refer to the activities that organizations engage in to monitor employee performance and plan for future activities. This includes activities such as performance evaluations, setting goals and objectives, and providing feedback to employees. These activities are important for organizations to ensure that they are meeting their objectives and that employees are performing at their best. Musgrove, et al., (2014).

Employee skills refer to the abilities and knowledge that employees possess that enable them to perform their jobs effectively. Skills can be divided into two categories: technical skills and soft skills. Technical skills refer to the specific skills required for a particular job, such as programming skills for a software developer. Soft skills refer to the interpersonal skills required for effective communication and collaboration, such as teamwork and leadership.

^{A6} Employee motivation refers to the internal and external factors that drive employees to perform their best. Internal factors include personal goals and aspirations, while external factors include rewards and recognition from the organization. Rothwell (2010). Motivation is important for organizations to achieve their objectives and for employees to feel engaged and satisfied in their work.

Several factors can influence the relationship between monitoring and planning requirements and employee skills and motivation. These factors include the type of monitoring and planning activities used by the organization, the level of employee involvement in the process, the organizational culture, and the level of support provided to employees.

Implications for Organizations for the relationship between monitoring and planning requirements and employee skills and motivation have important implications for organizations. Organizations that invest in monitoring and planning activities and provide support to employees are more likely to have motivated and skilled employees. This can lead to improved performance, increased productivity, and higher levels of employee satisfaction.

^{A7} In conclusion, monitoring and planning requirements are essential activities for organizations to ensure that they are meeting their objectives and that employees are performing at their best. The relationship between monitoring and planning requirements and employee skills and motivation is influenced by several factors, including the type of activities used, employee involvement, organizational culture, and level of support provided. Bates (2004). Organizations that invest in these activities and provide support to employees are more likely to have motivated and skilled employees, leading to improved performance and higher levels of employee satisfaction.

Economic Conditions: Economic conditions are an external factor that can have a direct impact on HR planning. Organizations may need to undertake cost-cutting strategies like layoffs during economic downturns, which can influence employee morale and retention. In contrast, during periods of economic growth, businesses may need to step up their recruitment efforts to keep up with the demand for their goods and services.

^{A8} **Demographics:** Human resource management procedures, including recruiting, selection, and training, may be impacted by changes in the workforce's age, gender, and cultural diversity. Organizations must create plans to draw and keep a diverse workforce if they want to compete in the global market, as stated by Boxall et al. (2017).

^{A9} **Competition:** Companies should consider the strategies of their rivals and create human resource policies that provide them with a competitive edge. For instance, to remain competitive, a company needs to change its compensation and benefits policies if a rival is providing a greater wage or better benefits package, as stated by Noe et al. Needs to change its compensation and benefits policies if a rival is providing a greater wage or better benefits package, as stated by Noe et al. (2017).

^{A10} **Legal and Regulatory Issues:** Human resource procedures, including recruitment, selection, and remuneration, can be impacted by changes in employment law and regulations. For instance, firms may change their recruitment and selection procedures to comply with new equal and qualified employment opportunities and rules (Phillips and Gully, 2015).

^{A11} **Technology:** Rapid technological advancements have a substantial impact on human resource management strategies because they alter the nature of work and require new sets of skills. According to Kramar et al.'s (2014) study, organizations must develop training and programs to make sure that staff members can adopt new technology.

Be sure that new hires will be a good fit and help achieve the organization's objectives. To consider external factors, an

organization may monitor economic conditions, such as job growth and unemployment rates, to gauge the availability of talent in the market. They should also analyze the competition, such as what they offer in terms of compensation, benefits, and work-life balance, to ensure their hiring strategies are competitive. Additionally, the organization should stay up to date with regulatory changes that may affect employment, such as changes to labor laws or visa requirements for foreign workers.

By considering both internal and external factors, an organization can develop a comprehensive plan for their human resources requirements that aligns with their business goals and objectives while also ensuring they attract, recruit, and retain the best possible talent.

Identify skills for employees, Identifying the skills employees need to carry out their job functions or the required skills for employees to perform a job function is a crucial step. It assists the company in making sure that it employs the best candidates with the necessary qualifications to carry out the work effectively. I will outline the steps an organization can take to determine the abilities needed for a job function.

^{A12} **Conduct a job analysis,** conducting a job analysis is the first step in determining the necessary skills for a job function. A job analysis is a process of obtaining details about a job, such as a task, responsibilities, and duties associated with the job, as well as the knowledge, skills, and abilities needed to carry it out. Interviews with present workers during job observation A study of job descriptions and performance reviews are all effective ways to gather data. (DeCenzo, Robbins, & Verhulst, 2020).

^{A13} **Identify the critical skills,** once the job analysis is finished, the next step is to identify the critical skills. Critical talents are those that are necessary for carrying out the work successfully. This can be done by comparing the results of the job analysis with the competencies and abilities that are needed to perform the job (Cascio & Aguinis, 2008).

^{A9} **Assess the current skills of employees,** performance reviews, skill evaluations, and selfevaluations can all be used for this. An organization can detect skill gaps and assess the employee's need for training and development by comparing the necessary skills with the employee's current skills (Noe, 2017).

^{A14} **Develop a training and development plan,** the company can create a training and development strategy to assist employees in acquiring the required abilities based on the skills and gaps that have been discovered. The program may involve classroom instruction, coaching, mentoring, online learning, and on-the-job training (DeCenzo et al., 2020).

Identify ways to motivate employees. Organizations can motivate their employees in many ways. I will be mentioning some of them below.

^{A15} **Recognition and rewards:** One way to motivate their employees is by recognizing and thanking them for their success through bonuses, promotions, or even small acts of kindness like a thankyou note. According to Herzberg's two-factor theory, rewards and recognition are motivators that meet workers' demands for self-actualization and respect (Herzberg, Mausner, & Snyderman, 1959).

^{A16} **Training and development:** Giving workers the chance to learn and grow their abilities can also be motivating. Training sessions, workshops, and tuition reimbursement programs fall under this category. According to Maslow's Hierarchy of Needs, employees

will tend to aim for self-actualization, which is a higher level needed. By offering opportunities for growth and development, employers can help employees meet these needs (Maslow, 1943).

^{A17} Flexible working arrangements: Employee motivation can also be increased by providing flexible working conditions like job sharing, flexible timetables, or telecommuting. On this thought, employees will achieve a better work-life balance and reduce stress. According to the job characteristics model developed by Hackman and Oldham, giving employees more freedom and flexibility in their work arrangements might boost their motivation and job satisfaction. Hackman and Oldham (1980).

^{A18} Positive work environment: Employee motivation can also be increased by fostering a cooperative, respectful, and communicative workplace. The equity theory states that employees compare their inputs (such as effort and competence) to their outcomes (like compensation and recognition) with those of their peers. A fair and supportive work environment can increase motivation. Adams, (1965).

^{A19} Employee involvement and empowerment: Employee motivation can also be increased by employee involvement and empowerment through involving them in decision-making and giving them the authority to do so. The sense of dedication and ownership among employees toward the company may rise as a result. According to the self-determination theory, employees' motivation can increase when they feel a sense of autonomy, competence, and connection to their work. Deci and Ryan (2000).

^{A20} In my opinion, managing employee performance is an essential task for any organization to ensure that employees are meeting their goals and contributing to the success of the organization by considering the below:

Set clear expectations. Clearly define the expectations for each employee, including their goals, responsibilities, and performance standards. Ensure that each employee understands what is expected of them.

Provide regular feedback. Provide regular feedback to employees on their performance. Feedback should be specific, constructive, and timely. This helps employees understand what they are doing well and what they need to improve.

Establish performance metrics: Establish metrics to measure employee performance, such as sales numbers, customer satisfaction ratings, or project completion rates. These metrics provide a clear understanding of how well an employee is performing.

Create development plans: Create development plans for employees to help them improve their performance. These plans should include training opportunities, coaching, and mentoring.

Conduct performance reviews: Conduct regular performance reviews with employees to discuss their progress and performance. These reviews provide an opportunity to discuss strengths, weaknesses, and development opportunities.

Recognize and reward good performance. Recognize and reward employees who meet or exceed their performance goals. This can include bonuses, promotions, or other incentives.

Address performance issues: address performance issues promptly and directly. Provide employees with clear feedback on what needs improving and offer support and resources to help them improve.

(Armstrong and Taylor, 2014).

By following these steps, an organization can effectively manage employee performance, which can lead to improved productivity, increased employee engagement, and better business outcomes.

Monitoring employee performance is an essential component of successful organizational management. Setting clear objectives, giving feedback, and enhancing employees' skill sets are part of this process. I will be discussing how an organization can control employee performance in this essay below.

Firstly, managing employee performance requires setting clear expectations. This involves defining the job description, explaining the duties and objectives of the position, and making sure that staff members are aware of their responsibilities. Setting clear expectations, according to

Armstrong and Taylor (2014), helps in coordinating employee efforts with the organization's objectives, which can improve performance.

The second important factor in controlling employee performance is regular feedback. Feedback may be offered during informal conversations, one-on-one meetings, or performance reviews. Feedback must be positive and concentrate on actions and results (Armstrong and Taylor, 2014). Employee motivation and engagement are boosted when they receive regular feedback that enables them to identify their strengths and areas for improvement.

Thirdly, managing employee performance depends on skill development. This entails giving staff coaching, mentoring, and training to help them develop their abilities and expertise. Developing employees' abilities boosts their motivation, productivity, and job satisfaction, according to Armstrong and Taylor (2014).

Finally, organizations can successfully control employees' performance by implementing performance management systems. A system for managing performance can involve defining goals, receiving regular feedback, conducting performance reviews, and rewarding employees (Armstrong and Taylor, 2014). Employees that use a performance management system are more likely to have clear goals and get regular feedback for their accomplishments.

To succeed as an organization, managing employee performance is essential. Managing employee performance requires several key components, including setting clear goals, giving regular feedback, enhancing individuals' abilities, and utilizing performance management technology. Organizations can boost productivity, enhance employee performance, and accomplish their corporate objectives by putting these techniques into practice.

A company can evaluate the performance of its employees using a variety of tools, including performance reviews, 360-degree feedback, and objective measures.

Employee performance is frequently assessed through performance reviews. They involve a formal assessment of a worker's work performance, usually carried out by a management supervisor. An employee's performance is evaluated in comparison to performance standards or goals. Performance evaluation. According to Armstrong and Baron (2018), can assist firms in identifying where employees need additional training and in giving employees feedback on their performance.

^{A21} Another way to gauge employee effectiveness is through 360-degree feedback. Feedback is gathered from a variety of sources, including peers, subordinates, and managers. The employee's strengths and weaknesses are then determined, and methods for

improvement are developed using the input. Kavanagh and Tithe (2021) assert that, compared to performance evaluations completed by a single evaluator, 360-degree feedback can provide a more comprehensive view of an employee’s performance.

^{A22} Employee performance can also be gauged using objective metrics like sales goals, production goals, or customer satisfaction scores. These measurements are usually made quantitatively and give a clear indication of the employee’s performance. According to Gold and Bratton (2017), indications are that objective measures can be helpful for organizations in setting clear performance expectations and giving employees a reward or promotion for their performance.

^{A23} Gain cooperation from employees, organizations can gain cooperation from their employees in several ways, including:

Communicating effectively: Communication is key to gaining cooperation from employees. Leaders should communicate clearly and regularly, using multiple channels to reach their employees.

Building trust: Trust is crucial for cooperation. Organizations can build trust by being transparent, keeping their promises, and demonstrating respect for their employees.

Providing incentives: Organizations can incentivize cooperation by offering rewards such as bonuses, promotions, or recognition for a job well done.

Encouraging teamwork: teamwork can foster a sense of community and shared purpose, which can in turn promote cooperation. Organizations can encourage teamwork by creating opportunities for collaboration and recognizing team accomplishments.

Providing training and development: Providing opportunities for employees to learn and grow can increase their motivation and willingness to cooperate. Organizations can offer training programs, mentorships, and other development opportunities to help employees improve their skills and advance in their careers.

Creating a positive work environment: A positive work environment can increase employee satisfaction and motivation, which can in turn lead to greater cooperation. Organizations can create a positive work environment by promoting work-life balance, offering benefits and perks, and recognizing the contributions of their employees.

(Luthans and Youssef (2018))

Organizations can gain employee cooperation through a variety of techniques, such as effective communication, employee engagement, and recognition initiatives, and they can win the cooperation of their workforce. These tactics can raise employee commitment and motivation, which can boost output and overall organizational success.

Effective communication is one of the tactics that businesses can use to win the cooperation of their employees. Communication is essential for developing a shared vision and coordinating employee efforts in the direction of shared objectives, according to Luthans and Youssef (2018). This involves asking for opinions and ideas from employees in addition to informing them about the company’s goals. Organizations may instill a sense of commitment and ownership in their workforce by offering chances for engagement and clear direction.

^{A24} Another strategy that businesses can use to get their employees’ cooperation is employee engagement. Employee commitment to their jobs and the company is higher among engaged workers, which thus can raise output and improve performance (Shuck & Reio,

2014). This can be done in several ways, including by giving employees the chance to learn and grow by honouring their accomplishments and by promoting a healthy work atmosphere.

^{A25} Programs for employee recognition can also help businesses win over employees’ cooperation (Gubman, 2017), by recognizing employees’ contributions to the company. Recognition programs can increase employee motivation and retention. Both formal initiatives, like rewards and bonuses, and informal ones, like compliments and thank-you notes, can fall under this category. Organizations can encourage a sense of loyalty and dedication among their staff by praising and rewarding employee initiatives.

Gap Analysis

In the context of the impact of monitoring and planning requirements to identify skills and motivate employees in considering different factors in Mauritius, this gap analysis help to identify areas where an organization is falling short in terms of employee skills and motivation.

Previous authors who have written on similar topic, include MacLeod, and Clarke., Noe R.A., Shuck, B., and Reio, T.G., and Vulpen, E. V.

Author	Date Published	Reason for Study	Outcome
Vulpen E.V	3 rd March 2023	Performance management	Employee Role Identification. Constructive feedback, and Goal Achievement support.
Noe R.A	2017	Employee training and development	Assessment improves training outcome.
Shuck B and Reio T.G	2014	Employment engagement	Well-being of employee at workplace.
MacLeod and Clarke	2009	Engaging Success	Performance through employee engagement.

The study is different from previous author as it targets base is Mauritius by identifying areas where there are gaps between the expected and actual performance, as well as areas where the monitoring and planning requirements are having a positive impact. The study also teaches organisations in Mauritius the benefit of collecting additional data and conducting follow-up analyses to determine whether the monitoring and planning requirements are having the desired effect on employee motivation and skill identification at different organisation in Mauritius.

Research Methodology

The study will use a quantitative and quantitative research design, and data will be collected through a survey administered to employees in various organizations in Mauritius. The sampling technique used will be stratified random sampling, and the data will be analyzed using statistical software. Like Questionnaire. In this research I use random sampling as is easy to implement, as it only

requires selecting members of the population at random. Overall, random sampling is a valuable technique for selecting a representative sample from a larger population, which can help to ensure accurate and reliable results in a variety of fields. Both qualitative and quantitative data were used. Self- designed employee survey questionnaires (primary data) were used as a form of quantitative research. The questionnaires on 5-point Likert Scale were prepared to:

1. Evaluate how employees relate to their work environment at their place of work (Questions 1 to 4)
2. Evaluate if employees feel that their work is given proper recognition (Questions 5 to 11)
3. Evaluate employees’ motivation and skill identification at their place of work in Mauritius (Questions 12-17). The questions are based on:

SAY: Employees speak positively about the different company they work and recommend it to their friends and customers.

STAY: They are happy to be a part of the organization and want to work there for a long time. **STRIVE:** They are motivated to contribute more than is usually required to complete their work and do their best to help the company succeed.

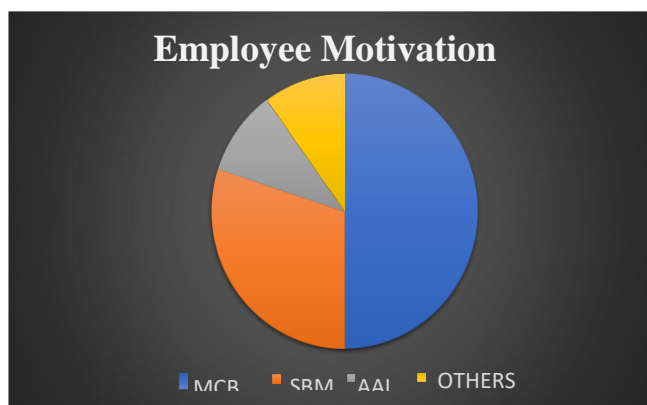
4. To find out about the indicators of performance of the different organisation they work for (Question 18-20).

Random sample of 100 employees from five different companies in Mauritius were used to conduct the research. This number was chosen to obtain reliable information from the survey.

The study used SPSS software for analysis of data.

Qualitative analysis was done after the survey data has been collected to better understand the meaning behind the quantitative results. The secondary data collected from some of the Mauritius local company’s annual and integrated reports to find out about the company’s performance in terms of productivity and customer loyalty.

Pie Chart



According to this study, the following companies recognise their organisations' talents and motivation systems:

Mauritius Commercial Bank (MCB). Employees from MCB report that the company's motivational tools have been extremely beneficial and have helped them to work with greater concentration.

State Bank of Mauritius, or SBM. SBM employees enjoy working here but would prefer more motivation and skill development from their employer.

AAI, Ascending Abilities Institute. AAI employee reports that their

implementation of motivation and skill development thus far has been excellent.

Other employees from miscellaneous organisations in Mauritius will be extremely appreciative if their place of employment enhances their motivation and skill-building programmes to facilitate high performance.

Empirical Results

Background information of the respondents

Table 1

Factor	Frequency	Percentage (%)	Cumulative (%)
Gender			
Male	30	58	58
Female	22	42	100
Age (Years)			
20-30	15	29	29
31-40	20	38	67
41-50	15	29	96
Above 50	4	4	100
Educational Level			
Certificate	10	19	19
Diploma	10	19	38
Degree	32	62	100

Table 1 shows that 58% of the respondents were male whereas 42% were female. It also shows that 29% of the respondents were aged from 20-30 years old, 38% were aged from 31-40 years, 29% were from 41-50 years whereas 4% were aged above 50 years. Table 1 further shows that 19% of the respondents had certificates, 19% had diplomas whereas 62% had degrees as their levels of education. All these data so far imply that the respondents were mature, educated and thus able to easily understand, analyse and give relevant information to the study. The study found a positive relationship between monitoring and planning requirements and skills identification among employees. Additionally, the study found that skills identification was positively associated with employee motivation.

Factors affecting employee motivation and skill identification.**Table 2**

Item	Scale									
	SA		A		N		SD		D	
	<i>F</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Employees are satisfied with the culture and ethics at their workplace	25	48	20	38	2	4	5	10	0	0
Employees of different companies in Mauritius has a safe work environment.	25	48	15	29	2	4	10	19	0	0
Organisation in Mauritius has a positive influence on its employees.	30	58	10	19	0	0	10	19	2	4
Employer achieves its goals and objectives by implementing motivation and skill identification.	20	38	25	48	3	5	0	0	2	4
Employees feel rewarded fairly for their work	25	48	10	19	10	19	5	10	2	4
Employees have a clear understanding of what they can do to get increased reward for their work.	30	58	7	13	5	10	3	5	10	19
Employees are rewarded when they go above and beyond in their work as a team.	30	58	10	19	2	4	10	19	0	0
Employees feel Mauritian companies values and appreciates them	20	38	25	48	3	5	0	0	4	8
Recognition programs are accessible to all employees	25	48	10	19	5	10	10	19	0	0
When employees are appreciated, this reflects Companies values perfectly	25	48	20	38	10	19	3	5	2	4
Employees feel great about their work most of the time	30	58	10	19	2	4	10	19	0	0
Employees would highly recommend Mauritian companies to their friends for work	25	48	15	29	2	4	3	5	2	4
Employees show a high image of Mauritian companies to customers	25	48	10	19	10	19	3	5	2	4
Employees feel motivated about coming to work most of the time	20	38	25	48	3	5	0	0	4	8
Employees will not leave their job for a long time	25	48	10	19	3	5	2	4	2	4
Employees are motivated to contribute more than is usually required of them to complete their work.	30	58	10	19	3	5	2	4	2	4
Employees want to be drivers behind their company's success	25	48	15	29	3	5	0	0	2	4

Table 2 shows that 86% of employees are satisfied with their company's culture and ethics. While 63% of different company's employees agree that they work in a safe environment, 58% strongly agree that Mauritius companies has a positive influence on them. This implies that there is a positive impact of work environment at different company in Mauritius on its employees. Table 2 also shows that 67% of employees at companies in Mauritian feel rewarded for their work and 77% agree that they are rewarded when they go above and beyond in their work as a team. 67% agree that recognition programs are accessible to all employees and 77% agree that they feel great about their work most of the time. This implies that employee motivation and skill identification impact on employee behaviour.

When it comes to employee motivation and engagement, the table shows that:

1. 77% of employees would highly recommend Mauritius companies to their friends.
2. 67% of employees would show a high image of Mauritius companies to customers.
3. 88% feel motivated to come to work.
4. 77% are motivated to go above and beyond what is expected of them.
5. 77% want to lead their different companies to success.

This implies that employee motivation and engagement is high at different companies in Mauritius.

Indicators of organisational performance**Table 3**

Item	Scale									
	SA		A		N		SD		D	
	<i>F</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
There is increased employee productivity at different companies in Mauritius	30	57	10	19	2	4	5	10	5	10
There is employee and customer retention at different companies in Mauritius	35	67	10	19	0	0	5	10	2	4
There is no shrinkage at different companies in Mauritius	20	38	15	29	2	4	10	19	5	10

The table shows that:

1. There is increased employee productivity at different companies in Mauritius with 57% of employees strongly agree to that statement as compared to 10% who disagree.
2. There is employee and customer retention as shown by 67% who strongly agreed compared to 4% who strongly disagreed.
3. There is no shrinkage at different companies in Mauritius as it is shown by 38% which perform well, hence increasing productivity.

Discussions

Findings: The study's findings show that monitoring and planning requirements have a significant impact on identifying skills and motivating employees. Organizations that have well-designed monitoring and planning systems have more skilled and motivated employees than those that do not. Different Mauritius companies is doing quite well overall with a good employment motivation and engagement rate, and this impacted positively on company's organisational performance. The survey also revealed that it is good to work for a Mauritian company and that employees speak highly of the companies in Mauritius. This is good to keep customer loyalty at high peak. A good working environment and high motivation and recognition worked positively to motivate and identify skills of employees further. The integrated report shows that motivation and engagement levels in all subsidiaries have increased significantly, contributing to an increase of 10 basis points to Mauritian company's overall score.

Implications: The study's findings have significant implications for organizations in Mauritius. They suggest that implementing monitoring and planning requirements can help identify skills and motivate employees, leading to improved organizational performance.

Recommendation and Suggestions

Based on the study findings, employee motivation, skill identification and engagement should be given more due consideration in more businesses across the country. This research stimulates other companies to give more importance as to how employee motivation, skill identification and engagement relates to their organisational outcome. More companies should conduct employee motivation and engagement surveys which will allow them to address their issues with their employees and measure their performance within the context of their strategy and goals. Human Resource Managers should improve upon their management skill to effectively and appropriately.

- Conduct a skills assessment: Conduct a skills assessment to identify the skills and knowledge required for each job position in your organization. This assessment will help to identify skills gaps and training needs that may be addressed through monitoring and planning requirements.
- Develop a performance management system: Develop a performance management system that includes monitoring and planning requirements. This system should be designed to motivate employees by setting clear performance expectations, providing regular feedback, and recognizing outstanding performance.
- Create a culture of continuous learning: Foster a culture of continuous learning by providing ongoing training and development opportunities. This will help to keep employees motivated and engaged, and also ensure that they have the necessary skills to perform their jobs effectively.
- Use technology to support monitoring and planning requirements: Utilize technology to support monitoring and planning requirements. For example, use software to track employee performance, schedule training sessions, and provide feedback.
- Establish a reward and recognition program: Establish a reward and recognition program to motivate employees to excel. The program should be designed to recognize outstanding performance and provide incentives for employees to continually improve their skills.
- Foster communication and collaboration: Foster communication and collaboration among employees to create a positive work environment. Encourage open dialogue, feedback, and ideas-sharing to motivate employees and improve their performance.

By implementing these suggestions, organizations can create a work environment that is focused on identifying skills, motivating employees, and achieving business goals. This will help to ensure the success of the organization and contribute to the overall economic growth and development of Mauritius.

Conclusion

The study highlights the importance of monitoring and planning requirements in identifying skills and motivating employees. Organizations in Mauritius should consider implementing such requirements to remain competitive and achieve their objectives. Future research could explore

other factors that impact employee motivation and skill development. In the study contributed to the literature of employee motivation, engagement, and skill identification by investigating its relationship with organisational performance of different companies in Mauritius. The result provides evidence that employee motivation, skill identification, engagement and performance are significantly related. By providing a proper working environment as well as recognition programmes such as employee excellence and leadership awards, companies motivate its employees to excel. From these observations of facts, it is also clear that business organisations can survive and grow by taking care of their employees.

A firm must determine the skills needed by employees to perform a job function. A firm can make sure that they recruit the proper individuals with the necessary abilities to carry out the work effectively and efficiently by following the procedure that I have explained above.

When preparing for human resource, firms must take a variety of external elements into consideration. By doing this, they may create human resource plans that can adapt to possibilities and challenges.

Organizations can gain cooperation from their employees through effective communication, employee engagement, and recognition programs. These strategies can improve motivation. As a result, there will be an increase in productivity and in the overall success of the organization. Organizations can measure employee performance by using a variety of tools at their disposal to get an assessment of employee performance reviews, including the three measurements that I mentioned above. Every strategy has its advantages and disadvantages; in that case, businesses should pick the one that is best to meet their requirements and goals.

Organizations must take a variety of internal aspects into consideration when planning for HR needs, such as the capabilities of the current staff and the general organizational structure.

Organizations can gain cooperation from their employees through effective communication, employee engagement, and recognition programs. These strategies can improve motivation. As a result, there will be an increase in productivity and in the overall success of the organization. Organizations can measure employee performance by using a variety of tools at their disposal to get an assessment of employee performance reviews, including the three measurements that I mentioned above. Every strategy has its advantages and disadvantages; in that case, businesses should pick the one that is best to meet their requirements and goals.

Design/methodology/approach:

The research involves a mixed-methods approach. A qualitative analysis would be conducted through interviews and focus groups with managers, HR professionals, and employees to gather in-depth insights into the monitoring and planning requirements, skill identification, and motivation factors in Mauritius. Additionally, a quantitative survey would be administered to a representative sample of employees to collect data on their perceived skills, motivation levels, and the effectiveness of monitoring and planning practices. The collected data would be analyzed using statistical techniques and thematic analysis to identify trends, patterns, and correlations.

Purpose:

This research seeks to examine the influence of monitoring and planning requirements on identifying employee skills and motivation under various factors and conditions in Mauritius. A detailed case study will be conducted to determine how such practices shape skill recognition processes as well as motivational aspects among workers. By exploring the effectiveness level of these approaches regarding employee satisfaction, performance enhancement, among other aspects related to workforce management strategies optimization in organizations operating within Mauritius, hopefully these findings will contribute greatly towards providing actionable insights.

Findings:

Monitoring and planning requirements have a significant impact on identifying skills and motivating employees. Organizations that have well-designed monitoring and planning systems have more skilled and motivated employees than those that do not.

Different Mauritius companies is doing quite well overall with a good employment motivation and engagement rate, and this impacted positively on company's organizational performance.

The survey also revealed that it is good to work for a Mauritian company and that employees speak highly of the companies in Mauritius.

This is good to keep customer loyalty at high peak. A good working environment and high motivation and recognition worked positively to motivate and identify skills of employees further.

The integrated report shows that motivation and engagement levels in all subsidiaries have increased significantly, contributing to an increase of 10 basis points to Mauritian company's overall score.

Research limitations/implications:

The research has a few limitations and implications. The study focuses on Mauritius, which restrict its applicability to other countries. Use self-reported data that susceptible to response inaccuracies, there are know long-term investigation for the effects of skill identification and employee motivation. As such, future research could investigate these limitations by using a larger sample size, incorporating objective measures of employee abilities, and examining the long-term effects of motivation strategies in a variety of contexts.

Practical implications:

To foster a culture of continuous improvement, these practical implications will help organisations in Mauritius to optimize their workforce. The research track employees' performance and skills enhancement for targeted interventions enablement and in developing effective monitoring systems that can help companies in Mauritius. The finding ensures the alignment between organizational goals and employee development and

demonstrates the significance of including planning requirements in talent management strategies. Suggests the implementation of motivation, incentive programs, and recognition schemes as a role in driving employee performance.

Social Implications:

The emphasis on skill identification and motivation reduces unemployment rates and inequality in society, ultimately strengthening Mauritius's social structure. It promotes skill development and assures a motivated workforce, resulting in increased economic growth and productivity. It fosters a culture of continuous learning and professional development, influencing positively the career prospects and overall job satisfaction of individuals. With these measures, organisations can effectively evaluate the capabilities of their workforce and align them strategically with the needs of the labour market.

Originality/value:

The research presents an insightful analysis that contributes towards improving employee morale through skill identification practices while accounting comprehensive individual needs fostering inclusivity and diversity values present within an organization's culture. This comprehensive analysis highlights Mauritius employers' "unique situation" providing indispensable live project findings which add up-to-date knowledge essential for developing strategies towards achieving performance maximization goals at work setting" In conclusion, making direct use from these fresh significant empirical conclusions can bring about structural administrative changes enhancing workforce motivation essential towards achieving organizational success levels.

Appendix

Section I: Background Information

Please tick (✓) the appropriate box.

Gender: Male Female

Age Group:

20 – 30 31 – 40 41 – 50 Above 50

Highest Educational Qualifications:

Certification Diploma Degree

Marital Status:

Single Married Divorced/Separated Widowed

Section II: Employee Motivation and Engagement

The following statements are about how you relate to your work environment.

Please tick to select the organisation you are currently working with in Mauritius.

	MCB	SBM	AAI	OTHERS
What Organisation/Company do you work with?				

Please read each statement carefully. For each, tell me how strongly you agree or disagree.

S/N		Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree
1	I am satisfied with the culture and ethics of my workplace.					
2	My organisation has a safe work environment.					
3	My organisation has a positive influence on its employees.					
4	My organisation achieves its goals and objectives.					

5	I am rewarded fairly for the work that I do.					
6	I have a clear understanding of what I can do to get increased reward for my work.					
7	My colleagues and I are rewarded when we go above and beyond in our work as a team.					
8	My organisation values and appreciates me					
9	Recognition/skill identification programs are accessible to all employees.					
10	When I am appreciated, this reflects my organisation's values perfectly.					
11	I feel great about my work most of the time					
12	I would highly recommend my organisation to my friends					
13	I show a high image of my organisation to customers					
14	I feel motivated about coming to work most of the time					
15	I will not leave my job for a long time					
16	I am motivated to contribute more than is usually required of me to complete my work.					
17	I want to be a driver behind my organisation's success					

Section III: Indicators of Organisational Performance

Please read each statement carefully. For each, tell me how strongly you agree or disagree.

S/N		Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree
18	There is increased employee productivity at my present workplace.					
19	There is employee and customer retention at company in Mauritius					
20	There is no shrinkage at company					

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