

EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE OF PARASTATALS IN KENYA: A CASE STUDY OF THE POSTAL CORPORATION OF KENYA

Moriasi Edna Bonareri ^{a}, David Kanyanjua ^b,*

^a Management University of Africa, P.O Box 29677-00100, Nairobi Kenya

^b Management University of Africa, P.O Box 29677-00100 Nairobi Kenya

^aebonareri@mua.ac.ke

^bdkanyanjua@mua.ac.ke

ABSTRACT

The management of a corporate invests in motivating employees so as to improve their performance. The main purpose of the study was to determine how motivation affects employee performance in parastatals in Kenya, a case study of the Postal Corporation of Kenya. The study was anchored on Herzberg's two factor theory and Equity theory. The research adopted a descriptive research. The target population was 536 employees of PCK from which a sample of 107 employees was selected using stratified random sampling method. Primary data was collected using a questionnaire. The research used package for social sciences (SPSS) computer package for analysis. Regression analysis was used in determining the influence of motivation on employee performance. The findings were presented in the form of tables and figures. The study found out that if employees are motivated, their performance will be high. The inferential results on effect of employee motivation on employee performance show $R=0.697$ indicating a strong positive correlation and $R^2=0.486$ and there was a significant effect between employee motivation on employee performance. ($t=9.726$, $p<0.05$). From the study results it was concluded that employee motivation increases the employee morale and thus increases performance. Training of the staff also has a higher role as a motivator in influencing employee productivity in the Postal Corporation of Kenya.

Key words: *Employee motivation, Employee performance, Parastatals, Performance Evaluation, Working Conditions.*

INTRODUCTION

All organizations globally whether public or private exist to achieve certain goals. In order to succeed in achieving their goals, these organizations must emphasize on performance. According to Khan and Jabbar (2013) performance is a major multidimensional concept aimed to achieve results and has a strong link to strategic targets of an organization. Performance means the ability to achieve results against set targets in a specific period of time. So as to achieve set goals and record, increased performance, most organizations have invested heavily on the quality of employees. According to Noe, Hollenbeck, Gerhart, & Wright, (2017) employees are hired to achieve their set targets through activities that can be monitored and measured.

Every organization needs high performing employees in order to achieve its set mandate and goals (Sonntag & Frese, 2002). Good performance in any organization depends on the employees output, thus the need for top management to create a conducive environment for better performance. Employee overall performance refers to how your people behave in the workplace and how properly they perform the job obligations you've obligated to them (Litzky, Eddleston, & Kidder, 2006).

Once an organization has acquired high quality employees there is need to focus on other initiatives that will inspire the employees to unleash their full potential. Such initiatives include (but not limited to) employee motivation, leadership styles, job satisfaction and working conditions (Deshpandé, 1997; Boyatzis & Ratti, 2009; Ryan, 2009). According to Armstrong and Murlis (2007), employee motivation, leadership styles, job satisfaction and working conditions are consistently acknowledged by organizations and managers as important tools in motivating individual employees.

Employee motivation is the clearest way managers and leaders of an organization can send a message to employees about what they consider important. DeCenzo and Robbins (1996) as quoted in Muda, Rafiki and Harahap (2014) define motivation as the willingness or desire to do something, conditioned by the activity or the ability to satisfy some needs. A great deal of the way people behave in an organization is influenced by the way they are measured and motivated (Kasser, 2002). Motivation is also willingness to expend energy to achieve a goal or reward. It is a force that activates dormant energies and sets in motion the action of the employees. It is the function that

kindles a burning passion for action among the human beings of an organization. Motivation is a psychological process in which unsatisfied needs produces drives that are focused on goals (Ezenwakwelu, 2017).

Motivation is a satisfying factor whose presence strongly and positively affects individual performance and its absence over time negatively affects individual performance (Gebregziabher, 2009). Motivated employees relate to the manners of self-satisfaction, self-fulfillment and commitment that are expected to produce better quality of work and oblige to the organizations' policies which will extensively materialize efficiencies and competitive advantage (Muda, 2014). In addition to motivation, workers need the skills, ability and good working conditions to do their job effectively (Chandrasekar, 2011).

Statement of the Problem

Employees are the most valuable source of competitive advantage in an organization. The performance of organizations has over the years become an important factor in the current competitive business environment. An organization can only achieve its set objectives and goals through its employees and this therefore necessitates employees to acquire the right skills, knowledge and abilities so as to remain competitive (Campbell, 2010). Many studies have been done on various factors that affect performance, some of which include Shahzadi, Javed, Pirzada, Nasreen and Khanam, (2014); Akinola, Akinbobola, Agorzie, Okotoni, and Ojedele, (2014); Emeka, Amaka, and Ejim, (2015) and Ali, Bin, Piang, and Ali, (2016). Other studies have been done on other factors that affect performance. Some of the factors that have been found to affect performance include working conditions, leadership styles, motivation and job satisfaction. The results of these studies have found a positive relationship between employee motivation and organizational performance. However, most of these studies have focused on the Nigerian context and the few that have been done in Kenya have not been done on parastatals in the telecommunications sector. For example Gitongu, Kingi and Uzel (2016) did a study to assess the determinants of employees' performance of a Kenya Revenue Authority. The findings implied that individual characteristics (IC), motivation factors and organizational factors (OF) significantly affected employees' performance.

Motivated workers are more dedicated to the organization. They have job satisfaction and as a result of this, they work more productively (Osterloh, Bruno and Frost, 2001). This has created a lot of interest on employee motivation in organizations. Organizations, regardless of industry and size, therefore strive to create a strong and positive relationship with their employees. However, employees have various competing needs that are driven by different motivators.

The PCK has over the years invested on strategies aimed at motivation the employees. Despite the investment on employee motivation strategies, the performance of PCK has been declining majorly due to increased employee turnover and absenteeism (PCK Employee satisfaction survey, 2018). There has also been an increase in the number of disciplinary cases in the organization. Thorough studies in recent years have focused on the topic of employee motivation and employee performance. Parastatals in Kenya are gradually becoming more sensitive that employee motivation has a direct impact on employee performance. In view of this, this study attempts to investigate the effect of motivation on performance of parastatals in Kenya. The study focused on PCK.

LITERATURE REVIEW

Theoretical Literature Review

Equity theory

John Stacey Adams' equity theory in 1963 and helps explain why pay and conditions alone don't motivate. The theory also explains why giving one person a promotion or pay rise can have a demotivating effect on others. Employees are more likely to be motivated when they feel fairly or advantageously treated; they will in return have feelings of disaffection and demotivation when they feel unfairly treated. The Equity is pursued by employees between inputs that employees bring to a job and the outcomes that they receive from it.

Employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others. The belief in this theory is that employees value fair treatment which makes them to be motivated so as to keep the fairness maintained within the relationships of their co-workers and the organization. Bell (2011) observes that organizational equity theory is predicated on the assumption that an employee is perceived to be paid equally for work done when compared to those in similar categories, as well as treated

equally in terms of other benefits”. According to Hoffman (2012) when employees have perceptions of inequities, it will lead to stress and they will eventually have feelings of inequity. According to Bell and Martin (2012), feelings of inequity lead employees to adjust how they work and this makes them to be dissatisfied about their work. This study will enable the organization to value equity among its employees and this will lead to job satisfaction hence high performance.

Empirical Literature Review

Motivation and employee performance

Bartol and Martin (1998) describe motivation as a power that strengthens behaviors, gives route to behavior and triggers the tendency to continue. According to a study conducted by Grant (2008), motivation imposes employee outcomes for instance performance and productivity. He also established that motivated employees are more oriented towards autonomy and are more self-driven in contrast to less motivated employees. Further, motivated employees are highly engaged and involved in their work and jobs and are more willing to take responsibilities (Kuvaas & Dysvik, 2009).

Shahzadi, Javed, Pirzada, Nasreen and Khanam, (2014) did a study on the Impact of Employee Motivation on Employee Performance. The Main purpose of this study was to inquire what kind of factors influence employee motivation in Pakistan and finding up to which extent motivation affects the employee performance. Data was collected from one hundred and sixty teachers of government and private schools by using self-administered questionnaire. Regression analysis was applied to find the effect of employee motivation on employee’s performance involving four variables; employee motivation, employee performance, intrinsic rewards and employee perceived training effectiveness.

The results of this study show that significant and positive relationship exists between employee motivation and employee performance. It is also concluded that intrinsic rewards have a significant positive relationship with employee performance and employee motivation. This study concludes that employee perceived training effectiveness has a negative relationship with motivation. It is also

proved from their responses, they were provided with the training courses but this training was not implemented by them in their routine teaching as they considered it to be ineffective. They were not satisfied with the training provided to them and this affected their motivation to teach.

Akinola, Akinbobola, Agorzie, Okotoni, and Ojedele, (2014) analyzed the relationship between motivational strategies and organizational performance; and assessed the percentage contribution of the motivational strategies to organizational performance in the Nigerian food, beverage and tobacco (FOBETO) industry. They used both primary and secondary data collected through administration of questionnaire to employees of five purposively selected companies out of 15 quoted companies in the industry and from Nigeria Stock Exchange Factbook respectively. The results after analysis showed some of the motivational strategies that have significant relationship with organizational performance in the Nigerian FOBETO industry, at 5% level, included: high salaries and fringe benefits, good welfare packages, autonomy and freedom for performing job; while some do not at the same level of significance. The study concluded that the use of perceived best motivational strategy by employees leads to a remarkable improvement to organizational performance in the industry.

Emeka, Amaka, and Ejim, (2015) did a study to investigate the Effect of Employee Motivation on Organizational Performance of selected manufacturing firms in Enugu State using a population of 120 workers and a sample size is one hundred and three which was gotten with Yaro Yameni formular. The result obtained from the analysis showed that there existed relationship between employee motivation and the organizational performance. The study revealed that extrinsic motivation given to workers in an organization has a significant influence on the workers performance. This is according to Emeka, Amaka, and Ejim, (2015) is in line with Equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers.

Ali, Bin, Piang, & Ali, (2016) did a research on the Impact of Motivation on the Employee Performance and Job Satisfaction in IT Park (Software House) Sector of Peshawar, Pakistan. The aim of the study was to find out the effect of motivation on employee performance and job

satisfaction in IT Park (software house) sector of Peshawar, Pakistan. The research study was directed with a set of hypotheses which relate directly to the research questions. Data was gathered through close ended questionnaires. The results indicate that there is positive effect of motivation on employee performance and job satisfaction. Motivation is the key tools for improved employee performance and job satisfaction and it can also increase the level of individual and organizational capability.

Boamah, (2014) did a study on the effect of motivation on employees' performance: empirical evidence from the Brong Ahafo Education Directorate. The study reveals that employees believes that nature of work and promotion in the organization highly influences their level of performance This implies that management must ensure that promotions in the organization are done fairly to encourage employees who have consistently performed. A further finding reveals that opportunity for advancement and sense of responsibility has effect on performance. Appreciated for work done, salary, working conditions, how well superiors relate with subordinates and relationships with peers has greater effects on employees' performance.

Motivation in parastatals is important and is desired for successful performance of employees in a positive manner. Ghaffari, Shah, Burgoyne, Nazri, and Salleh, (2017) did a study to determine the relationship between motivation and employee performance, and also to identify the most dominant motivational factor that influences employees' performance among non-academic staff grade N17 at Universiti Teknologi Malaysia (UTM). A Total of one hundred and thirty people participated in the study and data was analyzed using mean score, correlation and multiple regression analyses conducted through applying SPSS 22.0. The analysis indicated that the most important motivational factor for employee performance was responsibility, while fringe benefits were the second significant factor.

RESEARCH METHODOLOGY

Research Design

The study adopted a descriptive research design. This was useful in determining the correct position or situation regarding the employee's level of motivation. A descriptive research design is usually

concerned with describing a population with respect to important variables with the major emphasis being on determining the frequency of occurrence (Kothari, 2004).

Target population is defined as an entire group of individuals or objects to which researchers are interested in generalizing the conclusions (Kothari, 2003). This study was carried out at Postal Corporation of Kenya headquarters. The population of interest included senior managers, middle and junior staff. Stratified random sampling was employed to obtain a sample of one hundred and seven representing 20 % of the total population of five hundred and thirty six.

A Questionnaire was used to collect data. According to Sproul (2015), the use of a questionnaire is suitable because it is simple and easy to give feedback and also the employees gave honest answers, unbiased views and detailed explanations. The completed questionnaires were checked for completeness and consistency before processing the responses. The data was then coded to enable the responses to be grouped into various categories. Data collected was both quantitative and qualitative in nature. Analysis was done after data sorting using SPSS. Descriptive statistics including mean and standard deviation which helped the researcher to describe the data. To determine the relationship between the motivation and employee performance, a univariate regression analysis was conducted.

Pilot study results

The study conducted pilot study to test the validity and reliability of the research. The Cronbach's Alpha values for all the variables were above 0.7 and were therefore reliable. The respondents provided key information that was useful to modify the questionnaire thereby availing constructs that were valid. The reliability results were enumerated as presented in Table 1.

Table 1 Cronbach Alpha Test

Variable	No. of items	Pilot Test ($\alpha \geq 0.7$)	Final Data ($\alpha \geq 0.7$)
Employee Motivation	5	.80	.82
Performance	6	.78	.81

FINDINGS AND DISCUSSIONS

There were a total of 107 questionnaires given out to the target respondents. From these one hundred and two responded to all the questions asked. The questionnaire response rate was at 95% which is satisfactory according to Mugenda and Mugenda (2003) affirmations that a response rate that exceeds more than a half is both acceptable and significant.

Descriptive Statistics

The objective was to determine how motivation affects employee performance in the Postal Corporation of Kenya. Respondents were requested to rate employee motivation on a scale of 1 to 5 where 5 represented Strongly Agree" and 1 Strongly Disagree". The summary of the results was enumerated as seen in Table 2.

Table 2. Employee motivation on employee performance

	Low	High	Mean	Standard deviation
Motivation level will be high if employees are recognized	1	5	3.87	.875
Am regularly trained to acquire and improve my knowledge, skills and attitudes towards my work	1	5	3.67	0.894
Employees will be motivated if their set targets are met	1	5	3.24	0.95
How is the commitment level of Employees	1	5	3.23	1.071
How is the commitment level of Employees	1	5	3.23	1.071
Employees are motivated if the level of job satisfaction is high	1	5	3.08	1.123
Valid N (List wise) =102				
Aggregate score			17.09	4.913

The responses to various questions were analyzed for meaning. When the statement that “motivation level will be high if employees are recognized” was analyzed a mean score of 3.87 and a standard deviation of 0.894 were achieved. Analysis of the statement that “employees will be motivated if their set targets are met” revealed a mean score of 3.24 and a standard deviation of 0.935. A mean score of 3.23 and a standard deviation of 1.071 were achieved when the statement “how is the commitment level of employees” was analyzed while analysis of the statement that “employees are motivated when the level of job satisfaction is high” revealed a mean score of 3.08 and a standard deviation of 1.123. This implied that most employees were motivated if the level of job satisfaction is high. The findings are in agreement with the assertion by Ali, Bin, Piang and Ali, (2016) that motivation is the key tools for improved employee performance and job satisfaction and it can also increase the level of individual and organizational capability.

Inferential Statistics

Model of fitness was done with motivation as the dependable variable and employee performance as the independent variable. The regression analysis revealed that $R = 0.697$ which showed a strong and revealed that motivation and employee performance are fundamentally related. $R^2 = 0.486$ which meant that 48.6% of variation in employee performance can be explained by a unit change in employee motivation. The results are as shown in table 3.

Table 3 Univariate Regression Analysis of Employee Motivation

Model	R	Adjusted R	Std. Error of the Estimate
1	.6997 ^a	.481	.49988

Predictors (constant), Employee Motivation

The value $f = 94.593$ shows that employee motivation statistically and significantly influences employee performance which means that the regression model is a good fit of the data and that employee motivation significantly affect employee performance at PCK. The level of significance is .000 which is less than 0.005 hence the regression model significantly predicts the dependent variable. The results were enumerated as shown in table 4.

Table 4 ANOVA Results for Employee motivation

Model	Sum of squares	Df	Mean Square	F	sig.
Regression	23.637	1	23.637	94.593	0.000 ^b
Residual	24.988	100	.250		
Total	48.626	101			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Employee Motivation

The study outcome showed that an increase in employee motivation level to PCK has a positive significant impact on employee performance. The result indicate that there is a significant relationship between employee motivation and employee performance; $p > 0.05$ ($p = 0.01$). Thus the values of employee motivation are statistically significant ($t = 9.726$, $p < 0.05$) which means an increase in mean index of motivation will increase employee by a positive mean index value of .646 (64.6 percent). These results are consistent with the results of similar studies done by Grant (2008); Ali, Bin, Piang, and Ali, (2016) and Shaikh, Tunio, and Shah, (2018). The regression model explaining the results as depicted in Table 4.13 is given by: Employee performance = $0.804 + 0.646(\text{employee motivation})$. The model shows that employee motivation positively affects employee performance at the Postal Corporation of Kenya.

Table 5 Regression coefficients^a for Employee Motivation

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
(Constant)	.804	.232		3.463	.001	.344	1.265
Employee Motivation	.646	.066	.697	9.726	.000	.514	.778

a. Dependent Variable: Employee motivation

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Summary of the findings

The purpose of the study was to establish the determinants of motivation in parastatals in Kenya: A case study of The Postal Corporation of Kenya. From the study findings, employee performance is directly affected by the way employees are motivated. When there is a motivated workforce, they

will go a long way to ensure that the organization's objectives are achieved; they will have a clear sense of direction while they are performing and uphold the institution mandate which plays a vital role in enhancing the image of PCK.

The study findings revealed that employee performance was significantly positively influenced by employee motivation. From the findings it was established the overall aggregate mean score is 17.09 and the standard deviation is 4.913. This on average affirmed that the respondents acknowledged that they are recognized and that is why their motivation level is high and this is ultimately aimed at improving employee performance. The regression analysis revealed a relationship $R = 0.697$ which showed a strong positive correlation and revealed that employee performance and organizational performance are fundamentally related, and $R^2 = 0.486$ which meant that 49.6% of variation in employee performance can be explained by a unit change in employee motivation. The results indicate that there is significant relationship between employee motivation and employee performance; $p < 0.05$ ($P = 0.01$). Thus, the values of employee motivation are statistically significant ($t = 9.726$ $p < .05$).

Conclusions

Based on the study findings it is concluded that there is a significant positive relationship between employee motivation and employee performance at the Postal Corporation of Kenya. Employee motivation is very important in an organization for its employees to perform. This is achieved if the commitment level is high, if employees are regularly trained to acquire and improve my knowledge, skills and attitudes towards their work.

Recommendations

From the findings of this research, the study recommends that the Postal Corporation of Kenya should ensure that the motivation level of its employees is high so that they can be able to perform. There is need for PCK to regularly train its employees so that they can acquire and improve their knowledge, skills and attitudes towards their work. Organizations should strive to ensure that they recognize their employees so that and appreciated so that they can perform well.

REFERENCES

- Akinola, G.O., Akinbobola, A.O., Agorzie, C.J., Okotoni, C.A. & Ojedele, M. I. (2014). Employee Motivation and Organizational Performance of Quoted Firms in The Nigerian Food, Beverage and Tobacco Industry. *Global Journal of Commerce and Management Perspective*. 3(4) 220-227
- Ali, A., Bin, L. Z., Piang, H. J. & Ali, Z. (2016). The Impact of Motivation on the Employee Performance and Job Satisfaction in IT Park (Software House) Sector of Peshawar, Pakistan. *International Journal of Academic Research in Business and Social Sciences*. 6(9), 297 – 310.
- Armstrong, M. & Murlis, H. (2007). *Reward Management: A Handbook of Remuneration Strategy and Practice* (2nd Ed.). London: Kogan Page Publishers.
- Bartol, K. M. and Martin, D. C. (1998), *Management*, 3rd ed., McGraw Hill, New York, NY, 268–279.
- Bell, R., & Martin, J. (2012). The relevance of scientific management and equity theory in everyday. *Journal of Management Policy and Practice*, 13(3)106 – 115.
- Boamah, R. (2014). *The Effect of Motivation On Employees' Performance: Empirical Evidence From The Brong Ahafo Education Directorate*. Masters Theses. Retrieved from <http://ir.knust.edu.gh/bitstream/123456789/7567/1/Boamah%20Richard.pdf> May 22nd 2019.
- Campbell JP (1999). *The definition and measurement of performance in the new age*. In D. R. Ilgen & E. D. Pulakos (Eds.), *The changing nature of performance: Implications for staffing, motivation, and development* San Francisco: Jossey-Bass. 399-429.
- Chandrasekar, K. (2011). Workplace environment and its impact on organisational performance in public sector organizations. *International Journal of Enterprise Computing and Business Systems*, 1(1). <http://www.ijecbs.com/January2011/N4Jan2011.pdf>.
- DeCenzo D.A. & Robbins S.P, (1996), *Human Resource Management* (5th Ed.) New York: John Wiley & Son Inc
- Deshpande, R., Farley, J.U. and Webster, F.E. (1997), “*Factors affecting organizational performance: a five-country comparison*”, Working Paper No. 97-108, Marketing Science Institute, Cambridge, MA.
- Emeka, N., Amaka, O. & Ejim, E.P. (2015). The Effect of Employee Motivation on organizational Performance of Selected Manufacturing Firms in Enugu State. *World Journal of Management and Behavioral Studies*, 3(1) 01-08, 2015.
- Ezenwakwelu, C.A (2017). Determinants of Employee Motivation for Organisational Commitment. *IOSR Journal of Business and Management*, 19 (7), 1- 9.
- Gebregziabher, H. (2009). Determinants of public employees' performance: evidence from Ethiopian Public Organization. *International Journal of Productivity and Performance Management*, 58(3), 238-253.

- Ghaffari, S., Shah, I. M., Burgoyne, J., Nazri, M., Salleh., J.R. (2017). The Influence of Motivation on Job Performance: A Case Study at Universiti Teknologi Malaysia. *Aust. J. Basic & Appl. Sci.*, 11(4): 92-99,
- Gitongu, M. K., Kingi, W. and Uzel, J. M. M. (2016). Determinants of Employees' Performance of State Parastatals in Kenya: Kenya Ports Authority. *International Journal of Humanities and Social Science*, 6(10), 197-204.
- Grant (2008), Employees without a Cause: The Motivational Effects of Prosocial Impact in Public Service. *International Public Management Journal*, 11(1) 48-66
- Hofmann, S. G. (2012). *An Introduction to Modern CBT: Psychological Solutions to Mental Health Problems* Malden, MA: Wiley-Blackwell
- Kasser, T. (2002b). *Sketches for a self-determination theory of values*. In E. L. Deci & R. M. Ryan (Eds.), *Handbook of self-determination research* (pp. 123-140). Rochester, NY: University of Rochester Press.
- Khan, M. K & Jabbar, M. (2013). Determinants of Employees Performance in Corporate Sector: Case of an Emerging Market. *Business and Management Research*, 2(3), 25 – 32.
- Kothari, C.R. (2004). *Research Methodology- Methods and Techniques*, New Delhi. Wiley Eastern Limited.
- Kuria, R. N. & Nzuve, S. N.M. (2015). Factors Perceived To Influence Employees' Performance; a Case of the Kenyan State Law Office. *Journal of Business & Economic Policy*. 2(3) 214-220
- Kuvaas, B., & Dysvik, A. (2009), "Perceived investment in Employee Development, intrinsic Motivation and Work Performance", *Human Resource Management Journal*, 19(3), 217–236.
- Litzky, B. E., Eddleston, K. A., & Kidder, D. L. (2006). The good, the bad, and the misguided: How managers inadvertently encourage deviant behaviors. *Academy of management perspectives*, 20(1), 91-103.
- Muda, I., Rafiki, A. & Harahap, M. R. (2014). Factors Influencing Employees' Performance: A Study on the Islamic Banks in Indonesia. *International Journal of Business and Social Science*, 5(2), 73 – 80.
- Mugenda, O.M. and Mugenda, A.G. (2003). *Research Methods, Quantitative and Qualitative Approaches*. ACT, Nairobi.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2017). *Human resource management: Gaining a competitive advantage*. New York, NY: McGraw-Hill Education.
- Osterloh, M., Bruno, F. & Frost, J. (2001). Managing Motivation, Organization and Governance, *Journal of Management & Governance*, 5(3), 231-239
- Shahzadi, I, Javed, A, Pirzada, S.S. Nasreen, S. & Khanam, F. (2014). Impact of Employee Motivation on Employee Performance. *European Journal of Business and Management*, 6 (23) 117-134.
- Sonnentag, S. & Frese, M. (2002). *Performance Concepts and Performance Theory. Psychological Management of Individual Performance*. Germany: John Wiley & sons, Ltd.