

Original Article

# Motivation and Job Performance

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**Abstract:** *The changing environment and conditions of employment affect employees' output. Are there ways to increase productivity and efficiency? Can motivation affect the attitude of employees to productivity at work? Suppose workers are given the right incentive, other than money. Can they put in their best to contribute to the productivity and growth of the organization to achieve the objectives of the organization? Can motivation be employed as a strategy to enhance management and staff relations, lower labor turnover, raise worker productivity, and rework and implement the proper laws and policies which will end or lessen industrial unrest?*

*Performance in any organization is the spine of the organization. One of the problems in any organization is how to motivate people to work. The driving force behind productive work is motivation. Organizations are interested in finding and maintaining high-performance levels through human resources.*

*Motivation for workers to work might be influenced by their level of job satisfaction.*

*Motivating people to work entails meeting their needs. Different things drive individuals at various points in time. People have different expectations of work, which is why this occurs.*

*Employees of organizations are the main assets, they are instrumental to the overall success of the organization. As assets, an organization needs to take good care of them, and properly create a conducive environment for them to perform.*

**Keywords:** *Motivation, Organization, Job performance, Employees, Productivity.*

## I. INTRODUCTION

Motivation is an incentive or reason for doing something. It is willingness of action especially in the behaviour of someone. It is a psychological factor that dictates how someone behaves inside an organization, as well as how hard they work and how persistent they are when faced with challenges. It is that thing that moves the person to action and continues to sustain him in the course of action already initiated.

Employees are being found to be the most important resource for achieving organizational achievement when it comes to effectiveness and efficiency in goal attainment. Hard work is commended, while laziness is condemned. Organizations are concerned with what should be done to achieve and sustain a high level of performance through employees. The driving force behind hard work is motivation. The satisfaction that the workers derive from their jobs can affect their motivation to work. There are various factors that motivate people at different times. A major factor is the person's perception of expectations other people have of him and his expectation of himself. The influence of a person's needs and desires has a strong impact on the direction of his behaviour. Feelings and goals associated with achievement are what drive motivation. There are different types of motivation. It can be positive or negative. Positive motivation includes extrinsic, intrinsic, physiological, and achievement motivations.

The fundamental engine behind all behavior is motivation. It speaks about the dynamics of behavior, encompassing wants, desires, and life goals. Achieving success and realizing all of one's goals in life is the foundation of achievement motivation. Achievement goals can affect the way people perform a task and represent a desire to show competence. The physiological motivation drive affects natural behaviour in different environments. Most goals in life are incentive-based and can vary from basic needs like hunger for food to the need for love and the establishment of expression of love through relationships. Biological requirements, gratifying artistic urges, or succeeding in competitive endeavors are a few examples of achievement demands. Motivation affects life generally. All behaviour, actions, thoughts, and beliefs are influenced by the inner desire to succeed in life. Performance, often known as job performance, encompasses both actions and outcomes. The performer is the source of behavior, which changes from abstraction to action.

Performance is what is done or accomplished. It is carried out as a task, an action to fulfill obligations. When the right set of people are appointed for jobs, they are expected to be knowledgeable, skilled and possess the right attitude to work. These attributes will help to tackle problems, solve conflict and ensure a peaceful environment for innovation and growth.



Employees will feel more at home, have a sense of belonging and show commitment to the organization if they are well-motivated and remunerated.

Motivation of employees is central to the effectiveness and productivity of any organization. The labour space is competitive, and workers are the tools for economic progress. Their welfare is given serious consideration by the management because, without a dedicated workforce, an organization can not survive, irrespective of the best strategy, machinery, or qualified manpower. Organizations can only function well if their members are driven to give their all. For the survival of any organization, efforts must be made to improve the quality of service rendered by the employees. Their needs are of paramount importance, and their satisfaction has a direct relationship with their effective performance, which is also linked to the achievement of the organization's set goals. Motivation is vital to improved productivity.

## **II. OBJECTIVE OF THE STUDY**

The objective of this study is to assess the effects of motivation on employees performance.

### **A) Significance**

This study will be useful to the management of Organisations and policy makers. It will also serve as a guide to labour unions and other government parastatals in having a better understanding of how various motivational strategies can be used to inspire the employees toward increase and sustainable productivity. It will serve as a platform for designing and putting in place welfare incentives for the workforce translating to increase in productivity. It will also enable organisations to identify various needs and expectations of employees, and different approaches to work motivation. Managers and leaders responsible for reviewing and updating policies on motivation will benefit from this study. It will also beam a searchlight on the likely problems of frustration and how motivation can be used to mitigate or eliminate these challenges.

## **III. MOTIVATION**

Motivation is a mental attitude that propels an individual to work toward specific objectives. Filled with energy and enthusiasm, this drive translates into action. It is the key to more profit because motivated employees are more productive. The performance of any organization and its continuity depends on the employees, who are the key assets of the organization. The capacity and capability of the manager to create a motivating environment also play an important part. Okoth & Florah (2019) described motivation as the quality that pushes us to act or not act, a drive that establishes our behaviors, goals, and course. The inclination to respond a certain way in order to achieve a particular goal is also known as employee motivation. If an employee is provided the incentive to work more effectively in accordance with their demands, it can also encourage them to put in the effort for the success of the company. It is a psychological process that energizes and maintains human activity about work, tasks and projects.

Employees are the human capital of organizations, and their performance leads to the success or failure of the organization. Motivation is a tool that management of organizations can utilize to manage the resources appropriately to ensure success. Motivation is a condition inside a person that desires change. It is an internal process, and motivation is a force or energy that is well positioned and endows the person with the drive and direction needed to engage with the environment in an adaptive, open-ended, and problem-solving sort of way.

Motivation is a force that comes from inside and outside a person, so it makes a person do a good job. Reeve (2015). The fulfillment of demands that are either vital for survival or vital for development and well-being affects motivation. The body's natural requirements for food, drink, and pleasure allow it to survive and provide its pleasure in the process. Extrinsic motivation, which is driven by objectives, ideals, and the desire to feel particular emotions connected to a particular end state, will be greatly influenced by the surroundings and social context (Reeve, 2015). Workers strive to find fulfillment in their work, so managers must be able to comprehend the issues they encounter and devise strategies to meet their needs and goals. It is generally assumed that a worker who is sufficiently motivated will make every effort to achieve the objectives and goals of the organization. When a worker is motivated, the issue of poor performance and inefficiency will be forgotten or will be a non-issue in the organization. An organization or workplace is usually composed of several types of employees with their personal nuances, but not all of them exhibit the same attitudes and behaviours at work. Compared to permanent staff members, temporary employees report worse stable employment and lower pleasure. (Dawson *et al.*, 2017).

Managers can no longer motivate employees to work successfully and efficiently only by manipulating their salary, benefits, or working circumstances. The managerial role has changed significantly, and managers are now expected to guide, support, and encourage employees toward productivity. Supervisors who are effective at inspiring their staff frequently create a work environment where suitable objectives with associated rewards are accessible to meet employees' needs and feel appreciated by the company. While some employees put in the labor but receive little compensation for it, a good proportion of individuals are well-paid at their employment and are able to maintain high standards of productivity. The question is, what

should employees with particular sets of needs do to achieve the desired reward, which will then translate to high performance and productivity for the organization. Consequently, managers would have to take on the duty of creating an environment at work that makes use of each person's tremendous energy and inspires workers to strive for goals that will ultimately lead to rewards in order to become effective contributors to the team.

One important element that pushes employees to perform to the best of their abilities and contributes to the achievement of major corporate goals is motivation. (Jain *et al.*, 2019). Employees will be pushed forward to exert effort at work if their own needs, interests and goals are acknowledged. Motivation is essential in any workplace if the goal and objectives of the organization are to be achieved. At a basic level, a well-motivated workforce will contribute more to help and guarantee the profit-making and success of the organization. It is not only the organization that benefits; motivated employees are more likely to be satisfied and fulfilled within their organization.

An employee's performance will depend on the capacity and level of motivation. To win the interest and support of employees and perhaps increase the labour productivity of workers, good organization managers or leaders usually adopt one motivational approach or another. Ferns *et al.* (2019) described inspiration as a collection of energy factors that come from both inside and outside of a person to start and control work-related behavior, including its shape, guidance, intensity, and length. In the same vein, Mulyani *et al.* (2019) described employee motivation as the catalyst that forces workers to complete a series of tasks that ultimately result in the accomplishment of particular objectives. It influences the incitement, guidance, and upkeep of behaviors pertinent to the workplace. It is a stimulant of motivation and readiness to work in one's vocation. Motivation among workers is a noteworthy phenomenon that has a direct impact on their commitment to work and job happiness.

Employee motivation rises in response to organizational performance and thus raises worker effectiveness and efficiency. The motivation of employees, both internal and external, has a significant impact on their job performance. It is a well-accepted belief that in work environments, employees cherish both types of rewards. Though it is not only based on rewards and punishments but includes ideas, expectations, and experience. People mostly reckon with perception, not reality, when it comes to motivation. Dinette (1973) opined that motivation is a label for:

- The choice to initiate an effort
- The choice to expand
- The choice to persist in expanding effort over some time to achieve a given performance objective.

Kaloyer and Lakoger (1994) argued that motivation is the process by which behaviour is initiated in response to a need, a deficiency, or a lack in the organism or person. Need-initiated behaviour is goal-oriented in the sense that the behaviour initiated is directed towards a goal or objective that, when attained, will satisfy one's need by overcoming the deficiency and restoring balance. The type of behaviour initiated depends on the type of need encountered, physiological or psychological. If the need is physiological, the behaviour becomes task-oriented, in the sense of 'I have a task to fulfill; I must get some food or water, sleep, empty the bowel. If the need is psychological, a defence mechanism is used; such behaviour may be an aggressive action to get with one's needs or maybe a withdrawal reaction to getting away from the problem.

Two aspects that stand out in the discussion of motivation are the intrinsic and extrinsic factors that impact employees' motivation. The internal forces that employees possess that propel them to complete a task flawlessly are known as intrinsic or internal elements that impact their motivation. Extrinsic motivation is the external force that pushes the employee; in most cases, it is described as a materialistic reward, such as pay, promotion, praise, or avoidance of negative consequences.

Another point worthy of note is the concept of attitude. The study of attitude is the study of the dynamic of human behaviour. A person's reaction to all things and occurrences is influenced by their attitude, which is a psychological and psychological state of preparedness that has been organized through experience. Employees' attitude denotes the individual's feelings, opinions, and beliefs regarding work and its environment. Srivastava & Das (2013) believed that an employee who is unhappy with their work has a bad attitude related to their job. In contrast, an employee who is content with their work has a positive attitude related to their employment. Extrinsic aspects related to contribution value or intrinsic ones related to the work itself are the sources of job happiness. Attitudes have a significant effect on the behaviour of a person at work.

Positive employee attitudes are essential for complete quality management and business process reengineering, which are required to increase the productivity, creativity, and level of service provided by the company. Attitude is the state of mind of the person towards a value. It is a tendency to approach or avoid behaving either positively or negatively towards a social cue. The value content helps to distinguish between conscious and unconscious attitude and thus between well-thought-out action and mere reflexes.

The phrase "attitude to work" has several definitions and is used to explain how employees behave in an organizational setting as well as to describe how they perceive and believe about their jobs. Drawer (1993) viewed attitude to work as a persistent tendency to behave in a particular way toward work. It is a complex cognitive process, a tendency to behave in a particular way toward work. It is a complex cognitive process, but it can be viewed in three ways.

- It tends to persist unless something is done to change it.
- It falls anywhere along a continuum from very favourable to very unfavourable.
- It is directed towards some aspects of the job about which a worker has feelings and beliefs.

Schermerhorn *et al.* (1995) conceptualize attitudes as consisting of three basic components, which are emotional, information and behavioural. The expression of emotion is also important to work behaviour because it is based upon a cognitive process and is an antecedent of behaviour. The information component consists of beliefs and information the worker has about the job.

The concept of performance is key to this article. Human resources have been found to be the primary asset for achieving organizational success through productivity and efficacy in achieving objectives. Consequently, no discussion of performance in an organization would be complete without any mention of the management skill, knowledge and job attitude, which are determinants of effectiveness and efficiency.

Leslie (2018) defined productivity as the level of achievement of tasks that go into a person's employment. It shows how successfully the employee is meeting the demands of the position. It is often confused with effort, which refers to energy expended. Performance is measured in terms of results. Job performance is the net effect of a person's effort, as it is modified by his ability and traits and by his role perception. It is also said that to obtain acceptable performance, a minimum level of proficiency must exist in each of the performance components of effort (physical and/or mental energy), ability (knowledge and skills), and traits and role perception (behaviour and attitude).

Meanwhile, a worker's skill may not always translate into high-quality work. Environmental barriers, including a lack of time, stringent regulations, subpar workspaces, and a lack of collaboration from coworkers, typically affect the performance level that an employee could be expected to deliver in a particular work setting. Again, the activity trap also presents as a major performance obstacle. An activity and loss of sight, as well as why they are doing it, may lead to the activity becoming a false goal and an end itself. Unlike the activity trap, the environmental obstacle is not a direct determinant of performance. Nonetheless, since they are real and often used as an excuse for poor performance, it is imperative for them to be recognized and eliminated or minimized by management.

Performance is a result that arises from the skills knowledge, and attitudes deployed by workers in executing their job tasks, barring the invention of environmental obstacles and the advent of activity traps. Employee results could be considered acceptable if they successfully and efficiently make up the criteria used to evaluate performance; Etzioni (2004) defined efficacy as the extent to which predetermined objectives are fulfilled. He further defined efficiency as the number of resources used to produce a unit of output. However, both concepts from popular usage are often regarded as synonyms because they go together. What is most important about effectiveness and efficiency is that they are fundamental to an organization's success. Therefore, it is to be anticipated from supervisors as well as other laborers that they will make use of their resources and work toward being successful and efficient. The need for this is aptly rationalized by Samuel Certo (2002), who made the observation that the degree to which organizational goals are attained and the amount of resources used in the process impact the effectiveness and efficiency of personnel. Thus, the closer organizations come to attaining their goals, the more effective employees are said to be. Accordingly, effectiveness exists in a continuum ranging from 'ineffective' to 'effective'. Similarly, efficiency exists in a continuum ranging from 'ineffective' to 'effective'. It then follows that managers and employees consequently fall somewhere along the effectiveness and efficiency continuum.

An increase in performance is made possible through an increase in productivity. Increased productivity means getting more weight of output from a unit of input. Productivity is, therefore, a component of performance; an increase in productivity will automatically lead to an increase in yield and an increase in the quality of products, and hence lead to an increase in the overall performance of the organization.

The ultimate objective of business worries, to maximize profits, is the lens through which achievement is judged in the private sector. In terms of returns on investments, profits are a measure of how well corporate objectives are met, particularly with regard to their ultimate goal. It is determined as the ratio of output measured in monetary terms. Thus, the use of the index of money to determine profit makes it easy for performance to be measured in the private sector. However, from the perspective of service, efficacy and efficiency in the public sector are viewed. It is often acknowledged that calculating the output of services provided by the public sector and their associated costs can be challenging. This is so because of the difficulty inherent in attaching monetary values to the output and input of the sector.

#### IV. THEORETICAL INSIGHT

Some specific theories of motivation explain how workers can be motivated in an organization.

##### **A) Abraham Maslow's Hierarchy of Needs:**

Abraham Maslow, in 1943, postulated one of the best-known explanations of individual motivation. Maslow, a psychologist, first presented his hierarchy of needs in the early 1940s. Influenced by the human relations school of thought, he argued that human beings are 'wanting animals'. They have an innate desire to satisfy a given set of needs. This theory's central tenet is that people are driven to act in ways that will satisfy or otherwise attain their basic requirements because they have certain (many) basic needs. Those needs set up a feeling of tension, which in turn prompts one to release tension or satisfy the need. All those needs cannot be satisfied simultaneously. After the needs listed below are met, each level of unmet need gains significance and inspires the person. That is, once a particular need is satisfied, it ceases to be the motivation of behaviour, and another need emerges. Maslow said that all needs are not of equal importance and, therefore, can be arranged according to their other importance, which shall be called "the hierarchy of needs". He believed that some needs, which are most urgent or pressing, must be satisfied first and others later. Meaning that the needs at the base demand satisfaction before the needs higher on the scale can emerge. When the urgent needs have been adequately satisfied, other needs automatically become preponderant, urgent or activated.

It is important to note that this does not mean that the individual is pursuing one need at a time. One may be pursuing a need for power, money, esteem, or security, but one of those will be urgent and, therefore, take precedence over the others.

The implication is that there are many contending needs, and it does not follow that only after the satisfaction of the most urgent need are other needs satisfied. Even when one has not fully satisfied one need, other needs may come to inadequacy, or the level of satisfaction of needs may vary from one person to another. What is ultimately needed by the majority of people is reasonable satisfaction with the most urgent need.

According to Maslow's hierarchy of wants, physiological requirements stop being significant and start to drive an individual. They lose significance if they are satisfied. The process continues until the highest level of need (self-actualization) emerges in real life; however, each need does not have to be satisfied one hundred percent before the focus switches to the next. It needs only to be satisfied reasonably because failure to achieve an objective gives rise to a series of defensive behaviour, such as aggression and withdrawal.

Maslow believes that an average man satisfies perhaps eighty-five percent of his physiological needs, seventy-nine percent of his safety needs, fifty percent of his love needs, forty-percent of his esteem needs, and ten percent of his self-actualization needs. This means that a large number of people do not satisfy their self-actualization needs. He claims that the total, fully functioning human being is a self-actualized one; anyone less than this level is not satisfied. It would seem to critics that too many people functioning at lower need levels are relatively satisfied for Maslow's observation to be true. This overall theory may be descriptive of many people, but it is doubtful if it is true of most people; it is also observed that what is being disputed in this theory is the issue of successive saturation.

The needs of the employee are satisfied through training, promotion, freedom of expression, and participation in the decision-making process. The hierarchy of needs theory encourages organizations to use a wide variety of motivational tools to appeal to several motives rather than depending on one or a few. For an organization to effectively motivate its employees, it has to discover what needs are currently important to each employee; since satisfied needs are not motivators, the manager must attempt to locate the optimal points in each effort to motivate his subordinates. For instance, employees may insist on economic security to the point that they will strike to get it. However, once they have adequate wages, their complaints will stop. Next, they may be concerned with the 'humanization' of their workplace, where they can meet and mingle with other people. The managers who continue to offer pay raises to employees who have moved on to social needs will obtain little or no motivational pay-off while incurring sedition economic costs.

##### **B) Herzberg's Theory of Motivation:**

A two-factor approach known as the motivator hygiene theory was introduced by behavioral scientist Frederick Herzberg in 1959. According to Herzberg, some aspects of a job lead to contentment, while other aspects of a job shield against unhappiness. No satisfaction is the opposite of dissatisfaction, and no dissatisfaction is the opposite of satisfaction. He subsequently divided these job-related variables into two groups:

##### **C) Hygiene Factor:**

These are the job-related elements that are necessary for motivation to exist at work. They do not lead to long-term, satisfying outcomes. However, discontent results if these elements are missing or nonexistent. That is to say, hygienic variables are those that, when appropriate and reasonable in the workplace, calm workers and prevent them from becoming dissatisfied.

These elements are not inherent to the art. Because they are necessary to prevent unhappiness, they are sometimes known as dissatisfiers or maintenance factors. These elements characterize the work environment and situation. They stand for the physiological demands that people desire and anticipate being met. Pay, administrative and corporate regulations, fringe perks, the actual working environment, social standing, and job security are a few of them.

**D) Motivational Factors:**

The motivational factors yield positive satisfaction. The hygiene factors cannot be regarded as motivators. These intrinsically motivating aspects of work encourage employees to give their best effort. They are called satisfiers, and they are involved in job performance. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit. They include recognition, sense of achievement, growth and promotional opportunities, responsibility, and meaningfulness of work.

According to Herzberg's theory of motivation, managers should place a strong emphasis on ensuring that cleanliness standards are met in order to prevent employee discontent. In order to drive staff to work more and do better work, managers must also ensure that the task is engaging and fulfilling. The theory places a strong emphasis on job enrichment in order to encourage employees. The job must fully utilize the abilities and competencies of the employees, and concentrating on motivating aspects can enhance the quality of the work.

**E) McGregor's Theory of Human Behaviour:**

McGregor (1960), in his book, 'The Human Side of Enterprise', contrasted two styles of management called Theory X and Theory Y. Theory X consists of the assumption of the traditional (classical) management view, which emphasized the need for strict managerial direction and control of employees.

*The basic assumptions are:*

- People are naturally lazy and do not want to work;
- People want only security, are naturally not ambitious, and will avoid responsibility.
- For these reasons, workers must be corrected, controlled, directed, and constantly supervised and threatened with punishment. Otherwise, they will not carry out their tasks.

It seems that the tenets of Theory X are insufficient and inefficient for realizing human potential. The alternative he offered is called theory Y, which could lead to the integration of individual and organizational goals.

*The basic assumptions are:*

- Work is as natural as play or rest.
- There are alternative strategies for motivating employees to work toward corporate objectives besides external control and the prospect of punishment. Man will exert self-control and self-direction to further the goals he is dedicated to.
- People are willing to accept and will even seek responsibility
- People can be highly imaginative and creative
- People are not by nature passive or resistant to organizational goals.
- The intellectual potentialities of the average human being are only partially utilized.

It can then be assumed that theory X presents a pessimistic view of employees nature and behaviour at work, while theory Y presents an optimistic view of the employees' nature and behaviour at work; if it is correlated with Abraham Maslow's theory, it can be said that Theory X is based on the assumption that the employees emphasize on the physiological needs and the safety needs. In contrast, Theory Y is based on the assumption that social needs, esteem needs, and self-actualization needs dominate the employees. McGregor viewed Theory Y as more valid and reasonable than Theory X; thus, he encouraged cordial team relations, responsible and stimulating jobs and participation of all in the decision-making process.

Douglas McGregor's Theory X and Theory Y imply that:

- Quite a few organizations use Theory X today because Theory X encourages the use of tight control and supervision. It means that employees are reluctant to make organizational changes. It does not encourage innovation.
- Many businesses employ Theory Y methods. According to Theory Y, managers should foster an environment at work where workers are encouraged to take initiative and exercise self-direction. Employee contributions to the success of the company should be encouraged.
- Theory Y encourages the decentralization of authority, teamwork, and participation in decision-making in an organization.

Theory Y looks for and identifies the ways in which a worker might significantly impact a company. It aligns and balances the needs and goals of the company with those of the personnel.

Motivation is expected to have a positive effect on quality performance. The level of motivation that workers possess in their work is contingent upon their level of productivity. Well-motivated employees show higher job satisfaction. Having a high level of motivation is valuable for employees and the organization, but low motivation or non-motivation may affect employees negatively. Motivation leads to a high level of initiative, innovation, and creativity from workers in situations where monitoring is difficult. It is, therefore, important for ensuring quality performance.

The consideration of the various theories of motivation has led to the realization that motivation is the main key to higher productivity. Employees have various expectations from work. An employee who is satisfied and motivated is an ideal employee. Factors involved in motivating employees for higher productivity are numerous and should be explored and utilized by managers for the betterment of the employees and the organizations.

There is no single motivation for everyone. Motivation should be accorded priority in organizations, monetary incentives, positive reinforcement, status participation in decision-making, job enrichment, job enlargement, job rotation, management by objectives, fringe benefits, equity, training, clear job description, clear communication and feedback, tenure, promotion, achievement, recognition, supervision and good conditions of work among others, should be firmly put in place.

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