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## Effect of Employee Motivation on the Performance of Micro- Small and Medium Enterprise in FCT Abuja, Nigeria

<sup>1</sup>Ene Amanda Lawani; <sup>2</sup>Tyoga Mgbangun Samuel; <sup>3</sup>Nasamu Gambo (Ph.D); <sup>4</sup>May Ifeoma Nwoye (Ph.D)

<sup>1,2,3,4</sup>Department of Business Administration, Nile University of Nigeria FCT Abuja

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**ABSTRACT:** *The paper investigates the Impact of Employee Motivation on Organizational Performance of SME's in FCT. The aim of this research is to identify the relation between employee motivation and organizational performance and to examine to examine the effect of salaries on organizational productivity. The study made use of descriptive survey design using frequencies and percentages and with a sample population of 450 employees of selected MSME's in Abuja. The Spearman Rank Correlation Coefficient was used to test the three hypotheses that guided the study. The result of the analysis indicates that there is a relationship between employee motivation and organizational performance. The researcher recommends that organizations should adopt extrinsic rewards in order to increase productivity and performance. Periodic assessment and regular feedbacks are also recommended as a tool to monitor and enhance the motivational tools put in place.*

**KEYWORDS:** Employee Motivation. Organizational Performance, Remuneration. Rewards

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### INTRODUCTION

Every organization employs some form of motivational strategy to get their employees to do their best to achieve their mission and vision. Some organizations assume that the motivational strategy they use is appropriate for all employees and leads to the achievement of goals. In today's competitive business environment, every organization regardless of size or market, strives to gain a competitive advantage and achieve good results. To achieve this, it is important for the organization to clearly define its goals and know how to do so making use of available resources. The most integral aspect of an organization is the human resources. Employees are the ones who make use of their skills and knowledge to provide support to the organization as a way of achieving goals. Organizations that consider their employees as the core of the business and continuously improve employee motivation and performance tends to be more effective.

Organizational performance and employee motivation have recently have recently been the focus of intensive research efforts. How well an organization motivates people to achieve its mission and vision is paramount. Employees in both the public and private sectors are

increasingly recognizing that motivation increases productivity. Looking at the above and today's economic development, it is clear that the pace of change in our business environment poses new challenges on a daily basis. Nonetheless, at least to the knowledge of researchers, no studies aimed at investigating the impact of employee motivation and organizational performance in Abuja. Existing research in Nigeria aims at motivational and hygiene impacts on job performance. Studies related to this study looked at financial incentives and excluded them from performance. Few of these studies in Nigeria have assessed the impact of employee motivation on the effectiveness of an organization in MSME's of the economy. In reality, it does not cover the area covered for the purposes of this work. To this end, this study seeks to empirically analyze how MSME's in Abuja can use motivational tools to effectively derive growth and development plans. The main objective of this study is to evaluate the effect of employee motivation on organizational performance among MSME's in Abuja. Other specific objectives are;

- i. To examine the impact of remuneration on organizational efficiency
- ii. To determine the impact of job security on organisational efficiency
- iii. To evaluate the effect of incentives on organizational efficiency

Based on the objectives of the study, the following objectives were raised:

- i. H<sub>01</sub>: Remuneration does not have any effect on organizational performance.
- ii. H<sub>02</sub>: Increasing job security does not have an impact on organisational efficiency.
- iii. H<sub>03</sub>: Increasing incentives does not have any significant effect on employee performance

This study is very important for different organizations and employers of labour. This study helps the management of organizations to understand the different forms of motivation for improving performance. This study is important because it helps clarify some of the problems facing MSME's in Abuja. This is also relevant because it helps managers in this sector adopt aggressive strategies to motivate their own employees to improve their performance. Again, this research will serve as a reference for future researchers. This study looks at intrinsic and extrinsic factors, as well as the impact of employee motivation, and outlines key human resource strategies to manage motivation and influence employee performance. The study was conducted among the employees of 15 MSME's in Abuja. This study is limited to MSME's in Abuja and does not cover other MSME's or private organisations within Nigeria.

## LITERTATURE REVIEW

### *Conceptual Review*

#### *Motivation*

The definition of "motivation" is broad, and there are several ways to define the term itself, depending on different perspectives. The simplest definition it expresses is something that motivates. Gouws (1995) states that motivation is the inner desire or feeling that initiates with a people either intentionally or unintentionally to complete the job excellently because it's

pleasurable and not necessarily for what will be expected in arrival. Bartol and Martin (1998) expresses motivation as a power that strengthens behaviour, gives route to behaviour and triggers the tendency to continue. This definition pinpoints that in order to reach assured targets, individuals be clear about their destinations and be energetic. Motivation is an internal force that drives an individual to achieve both individual and organizational goals (Reena et al, 2009). Motivation is divided into two distinct types, intrinsic and extrinsic motivation. Many scholars have described intrinsic motivation as the performing of an action for its innate happiness rather than for some distinguishable significance. In contrast, extrinsic motivation is the performance of an action to earn rewards or avoid punishment.

### *Employee Motivation*

Among economic, financial and human resources, the latter are more crucial and have the capability to furnish a company with competitive edge as compared to others (Rizwan et al, 2010). Employee performance essentially depends on many factors such as employee motivation, performance appraisals, employee satisfaction, training and development, compensation, job security, organizational structure and others. The focus is on employee motivation as this factor highly influences the performance of employees. Employee motivation is one of the policies of managers to increase adequate job management amongst employees in organizations (Shadare et al., 2009). Motivating people, is one of the ways to get them to like working hard. Today, people must understand why they are working hard. Employees in an organization are all motivated by something different (Pitino, 2013). Employee motivation is a reflection of the level of commitment, the creativity as well as the energy that workers bring to their jobs (Wilks, 2012).

### *Organizational Performance*

An organization consists of a group of individuals, large or small, that are collaborating and cooperating under the direction of an executive leadership in order to attain a common goal (Davis, 2010). McFarland (2012) define an organization as an identifiable group of people dispensing their efforts towards their attainment of an objective. Organisation performance has evolved overtime. Early on in the 1950's, organizational performance was described as the extent to which organizations, fulfilled their objectives (Georgopoulos & Tannenbaum, 1957). Performance was based on people, work and organizational structure. This outlook evolved in the 1960's and 1970's as organizations explored new ways to measure their performance. It was then defined as the ability of an organization to utilize its environment by making use of limited resources (Gavrea et al., 2011). In the 90's, managers began to realize that organizations are only successful if they accomplish their goals effectively, using minimum resources. Organizational theories and definitions that have followed have supported this idea that organizations achieve its performance objectives based on the constraints imposed by the limited resources (Lusthaus & Adrien, 1998). In this context, profit became one of many performance indicators (Gavrea et al., 2011). Boxall and Steeneveld (1999) stated that there is no need to prove the relationship between firm critical influence on performance and labour management as it is self-evident that the quality of human resource management has a decisive impact on an organization's performance. In summary, organizational performance is

the efficiency and effectiveness shown in achieving productivity, profits, sales, innovativeness and increase in market share and shareholder wealth maximization.

### ***Theoretical Framework***

This research is anchored on the Herzberg's Two Factor Theory. According to Frederick Herzberg (1966), there are two distinguishing factors which affect the employee when performing his work activities, either producing work satisfaction or dissatisfaction. According to Herzberg's two factor theory, motivators, such as personal development, sense of achievement, recognition for a job well done, autonomy and responsibility, are associated with satisfaction and the performance of work while, hygiene factors, such as salaries and wages, working conditions, safety, quality of supervision and social environment of work, are associated with dissatisfaction (Stroh et.al., 2002). Herzberg posits that the intangible, intrinsic factors contribute to enriching a job and attention should be given to the job content, responsibility, recognition, achievement and opportunities for advancement. There were a lot of differences identified by Herzberg concerning the extrinsic or hygiene factors, such as company policy, working conditions, supervision and pay, which should be attended to only as ways of minimizing job dissatisfaction (Latham, 2007). Herzberg states that extrinsic factors have little to no effect on employees' work performance. On the other hand, intrinsic factors are associated with work satisfaction and with the performance of work. He further established that the absence of the hygiene factors, extrinsic to the work, creates dissatisfaction for employees and their presence does not produce satisfaction, whereas the absence of motivators it is not associated with experiencing dissatisfaction, but their presence is a strong source of work satisfaction (Menken, 2009).

### ***Empirical Theory***

This section highlights review articles that were published in different international journals about Employee Motivation and Organizational Performance. Maurer (2001) describes rewards and recognition as very integral factors in enhancing work motivation and employee job satisfaction which is associated to organizational achievement. Kallimullah Khan investigated the relationship between employee motivation and job satisfaction in commercial banks in Pakistan. He focused on four types of rewards of which one was recognition, which he tested through Pearson correlation. The results reveal a (0.65) significant correlation of recognition with employee work motivation (Kallimullah et al., 2010). A study was conducted in Pakistan to assess the effect of reward and recognition on job motivation and satisfaction. 210 questionnaires were distributed and filled out by various employees of different sectors. The result showed that there is a significant ( $r=0.13$ ,  $p<0.05$ ) relationship between employee work motivation and recognition (Rizwan et al., 2001). Reena (2009), in her study examined the impact of reward and recognition programs on employee motivation and satisfaction by distributing questionnaires to 80 employees of Unilever and analysing the data through SPSS version 16. The results reveal a statistically significant ( $r=0.92$ ,  $p<0.01$ ) positive and direct relation between recognition and employee work motivation.

Bergum and Lehr's (2004), examined the impact of monetary incentives and its removal on performance. The result revealed that the individuals in the experimental group who received individual incentives performed better than those in the control group. Akerele (2001) states that the wage differential between high- and low-income earners was related to lack of commitment, low productivity and low morale. Nwachukwu (2004) says that the unproductivity of Nigerian workers is as a result of several factors such as the indiscipline of the privileged class that insolently displays their wealth, which is very demoralizing to working class and as a consequence, reduces their productivity. Employers' failure to provide adequate compensation for hard work is another factor.

Sisnuhadi (2013) in his study, states that the relationship between impact of employee's motivation on organizational performance has caused a debate among management professionals and academic Researchers over the years. The study seeks to examine the effectiveness of employee motivation for enhanced organizational performance in multinational companies in Nigeria, especially the manufacturing sector. A survey of employees of Cadbury Nig Plc was undertaken. A total of 110 questionnaires were distributed while 87 of them were returned. The data was collected and analysed using the Pearson's Product Moment Correlation. The findings reveal a positive correlation between employee productivity, provision of adequate motivation by Cadbury Nigeria Plc and improvement in employee productivity. Senior management are however still advised to adapt continuous improvement in motivational programs as a core element for enhanced employee productivity.

Another research was carried out to evaluate the relationship between motivation and organizational job performance of staff at the University of Mines and Technology, Tarkwa. The study focuses on the leadership lessons to be derived. A sample of 250 respondents comprising 70 senior staff, 50 senior members and 130 junior staff was employed using simple random sampling methods. The general lack of motivation as well as low monthly salaries were the major factors that reduce morale for high performance at the University. Recommendations comprises of the need to embolden the University Council and other stakeholders to support the management in developing programs internally that would generate income to help provide adequate allowances and incentives for the employees of the University (Afful-Broni, 2012). The research also present findings of an integrative literature review related to employees' motivational practices in organizations. A vast search of computerized databases focusing on articles published during 1999–2010 in English was completed. Comprehensive screening sought to examine current literature themes and empirical research evidence completed on motivation in organization. This literature shows an extensive support of motivation concepts in organizations. Editorial and theoretical literature confirms motivation concepts are central to employees. Management practices, job characteristics, employee characteristics and broader environmental factors are the key variables that impact employees' motivation in organization (Devadas, 2011).

Akhtar (2014) investigates the relationship between different factors such as financial rewards, high salary plans, job design, personal traits and supervision, employee motivation and organizational performance. The study makes uses of high salary plans, financial rewards, job

design, personal traits and supervision as the independent variables and employee's motivation is dependent variable. For the data collection, the study made use of the questionnaire method and data collection concerned with the banking sector of the Pakistan. The study specified the sample size of 140 employees of the various banks in Pakistan. All the various variables have a positive impact on employee motivation. They contribute positively towards the employee's motivation. The study concluded that these factors have positive effect on employee's motivation. Rafique (2014) examine the relationship between job satisfaction, rewards and organizational performance. Perceived training effectiveness, knowledge transfer and organizational commitment and employee's motivation in the Public sector of Bahawalpur, Pakistan. Self-designed questionnaires were used to collect public sector data. The sample size was 180 so 180 questionnaires were distributed but only 149 responded. The result shows a significant positive relationship between intrinsic rewards and the employee motivation as well as a significant positive relationship between extrinsic reward and employee motivation. There is also a significant positive relationship between job satisfaction and employee motivation. On the other hand, Perceived Training Effectiveness has an insignificant and negative relationship with Employee motivation. Employee's motivation has significant positive relationship with knowledge transfer as well as Organizational Commitment.

## **METHODOLOGY**

For the purpose of this study, a descriptive survey design was adopted through the use of quantitative research technique. Descriptive surveys were used to collect detailed information that describe an existing idea. The questionnaires were administered to personnel of 15 MSME's in Abuja. Of the 150 questionnaires distributed to 15 MSME's in Abuja, a total of 120 completed and usable questionnaires from 15 MSME's representing a response rate of 80% are returned. Structured questionnaires were the instrument of data collection used because structured questionnaires are totally flexible and could be used to gather information concerning almost any topic, from a small to a large number of people. The questionnaires were split into six sections. Section 1 collected basic demographic information regarding the respondents such as academic qualification, cadre and working experience, age and gender; section 2 sought to examine the extent to which motivation is practiced by MSME's; section 3 captured information on types of motivation and motivational tools; Section 4 collected information on the relationship between extrinsic motivation and workers performance; Section 5 assessed the relationship between adoption of intrinsic motivation and organizational performance, while section 6 evaluates on the relationship between motivation and level of productivity. The descriptive statistics such as percentages and frequencies are used for analysing the research questions while hypotheses testing was done with Spearman Rank Correlation Coefficient. Statistical Package for Social Sciences (SPSS) computer software was used to run the analyses.

**RESULTS AND DISCUSSIONS**

Table 1: Demographic Characteristics of the study

S/N	Variables	Frequency	Percentage%
A	<b>Gender</b>		
	Male	78	65
	Female	42	35
Total		120	100
B	<b>Age</b>		
	20-30 years	55	45.8
	31-40 years	43	35.8
	41-above	22	18.4
Total		120	100
C	<b>Education</b>		
	Bachelors	68	56.7
	Masters	45	37.5
	Others	7	5.8
Total		120	100
D	<b>Cadre</b>		
	Top Management	8	6.7
	Supervisory	40	33.3
	Others	72	60.0
Total		120	100
E	<b>Marital Status</b>		
	Single	50	41.7%
	Married	70	58.3%
Total			100

Source: Field survey, 2023

The analysis of Table 1 above, reveals that 65% of the total respondents were male while 35% of the respondents were female. The table also reveals that 45.8% of the total respondents fall within the age bracket of 20-30 years, 35.8% within 31-40 years while 18.4% within 41 years and above. The table also reveals that 56.7% of the total respondents are Bachelor degree holders also 37.5% of them are MSc/MBA graduates while 5.8% hold professional qualifications like ACCA, ICAN, NIMN. Also 6.7% of the respondents are in top management positions, 33.3% in supervisory positions while 60% are in lower-level cadre of the company. The population in the table shows that 41.7% are married while 58.3% are not married.

Does employee motivation affect an organization's performance? Respondents needed to answer a series of questions designed to show the relationship between the level of motivation of the respondents and level of productivity of the organization. The response given by the respondents are shown in Table 2 below;

Table 2: Does employee motivation affect an organization's performance?

S/N	Variable	SA (%)	A (%)	UD (%)	D (%)	SD (%)	Remarks
1	Your salary compared to the work you do is satisfying	15 (12.5)	25 (20.8)	15 (12.5)	60 (50)	5 (4.2)	Disagree
2	There are fringe benefits, good working conditions, security and promotion	55 (45.8)	35 (29.1)	14 (11.7)	11 (9.2)	5 (4.2)	Strongly Agree
3	Monetary incentives are used to reward good performance	24 (20)	75 (62.5)	4 (3.3)	15 (12.6)	2 (1.6)	Agree

Source: Computation from SPSS Analysis

From the table above, it becomes quite obvious that the salaries received by the employees in Abuja MSME's cannot be compared to the service they render 12.5% strongly agree that their salary is commensurate with the work they do while 20.8% agree to this notion 12.5% of the total respondents are undecided on this notion. On the contrary, a great majority of the employees 50% disagree with the notion while 4.2% strongly disagree. When asked if monetary incentives are used to reward good performance, 20% strongly agree to this, 64.2% agree, 12.6% are undecided while 12.6% do not agree with the notion and 1.6% strongly disagree. Thus, a total of 84.2% of the entire respondents agree with the notion that monetary incentives can be used to reward good performance. However, the table shows that there is a small fraction (14.2%) of the respondents who are of the opinion that non-monetary incentives can equally be used to reward good performance. The study shows that majority of the MSME'S in ABUJA adopts rewards as a tool for motivation. This is evident from the results which indicates that majority of the respondents were strongly in agreement that their firms



make use of motivational tools such as promotion, fringe benefits, good working conditions and security.

Table 3: How does increasing motivational tools affects employees in an organization?

S/N	Variable	SA	A	UD	D	SD	Remarks
4	A sense of challenge and achievement	5 (4.2)	17 (14.2)	46 (38.3)	45 (37.5)	7 (5.8)	Undecided
5	Receiving appreciation and positive recognition	11 (9.2)	60 (50)	33 (27.5)	15 (12.5)	1 (0.8)	Agree
6	Opportunity to use one's skills and abilities in the workplace	7 (5.8)	18 (15)	30 (25)	65 (54.2)	0	Disagreement

From table 3 above, respondents were of the view that productivity depends on the type of motivation used either intrinsic or extrinsic. The results from questionnaire indicated that firms' uses a sense of challenge and achievement as an intrinsic reward to employee motivation but their response was undecided.

Table 4: Is there any significant relationship between employee motivation and organizational performance?

S/N	Variable	SA	A	UD	D	SD	Remarks
7	Strives for strategies that motivates workers such as wages, salaries and working conditions	16 (13.3)	64 (53.3)	30 (25)	10 (8.3)	0	Agree
8	Staff training, information availability and communications	14 (11.7)	50 (41.7)	37 (30.8)	19 (15.8)	0	Agree

Source: Computation from SPSS Analysis

The research question asked whether there is a significant relationship between employee motivation and organizational performance. Responses from the analysis were shown in table 4. The results showed that there was a significant correlation between employee motivation and level of performance of the organization. This means that work motivation can have a positive impact on performance of MSME's in Abuja.

Having examined the social economic background of the sample population, in this section, we shall now proceed to statistically testing the hypothesis formulated earlier in the study using the Spearman Rank Correlation Coefficient.

H0 1: Employee motivation does not have any effect on organizational performance.

Table 5: Employee motivation does not have any effect on organizational performance.

Variable	Data 1	Data 2	Rank 1	Rank 2	D	D <sup>2</sup>
A	55	24	5	4	1	1
B	35	75	4	5	1	1
C	14	4	3	2	1	1
D	11	15	2	3	1	1
E	5	2	1	1	0	0

Calculating the Spearman rank correlation coefficient of the ranked data (with no tied ranks):

$$R=1-(6\sum d^2)/n(n^2 -1)$$

Analysis of the Result: Spearman rank correlation calculated = 0.8

Spearman rank table at  $p = 0.05 = 0.900$

In order to test this hypothesis, the spearman rank correlation coefficient was used. From the calculations and indications,  $r \geq t_v$  (i.e.,  $0.8 \geq 0.900$ ). From the analysis of the findings, the  $r$  value of 0.8 indicates a significantly positive correlation. This means that there exist positive effects between employee motivation and workers performance. This means that when there is an increase in employee motivation like allowances and wages given to workers, there is also a corresponding increase in performance.

Table 6: Spearman rank correlation coefficient

Variable	Data1	Data2	Rank 1	Rank 2	D	D <sup>2</sup>
A	5	7	1	2	1	1
B	17	18	3	3	0	0
C	46	30	5	4	1	1
D	45	65	4	5	1	1
E	7	0	2	1	1	1

$$R=1-(6\sum d^2)/n(n^2 -1)$$

Spearman rank correlation calculated = 0.8

Spearman rank table at  $p = 0.05 = 0.900$

The second hypothesis states that increasing motivational tool does not have any significant effect on employee performance. The spearman correlation was also utilized in testing this hypothesis. Since  $r$  (0.8) is  $\geq t_v$  (0.900), there exist a significant relationship between motivational tools and employee performance. This means that the value that workers place on motivational tools like recommendations, praise, wages, promotion, that they receive from their employer is high and these increase their performance.

The first hypothesis which says there is a significant relationship between employee motivation and performance was accepted. This shows that the motivation given to workers in an organization has a positively significant impact on workers performance. This finding is in line with equity theory that says that fairness in the remuneration package is likely to produce higher performance from workers. The finding is also in line with Berjum et al (2004) which showed that individuals who received incentives performed way better than those who did not receive incentives. Workers also exhibited productive behaviour when rewards were made contingent upon performance. The findings of Akerele (2001) also corroborated the findings of this study. He states that poor remuneration in relation to profits made by organizations contributed to low morale, lack of commitment and low productivity from workers. The second hypothesis in this research study was also accepted. This finding suggests that there is a significant relationship between motivational tools such as remuneration, wages, recommendation, recognition received by workers and their performance. However, this study identifies the importance of rewards like money as a feasible predictor of performance. It is paramount for employers and management to know the kind of rewards that they can use to influence their employees to be committed and give their best to their work. This is to say that, the relevance of motivational factors depends on the organization as well.

## **CONCLUSION AND RECOMMENDATIONS**

The importance of rewards for employees cannot be overemphasize, especially when it comes to being rewarded for a job done. It is a known fact that human performance in any capacity is improved by increase in motivation. Going by the results of this study, it can be easily inferred that employee reward package matters a great deal and should be of outmost concern of both the employer and employee. The results obtained from the hypotheses reveals that employees place great value on the various rewards given to them by their employer. Employers should continuously develop pay procedures and policies that will enable them to attract, motivate, retain and satisfy their employees.

As regards the functionality of the motivational factors, this study suggests that focus should be on the real motivators of employees such are security of job, bonuses in the form of allowances, attractive salary schemes, promotion and an enabling atmosphere where everyone is treated fairly which strengthens good interpersonal relations. For motivational factors to boost organizational performance and remain relevant since they are interrelated, a system should be put in place to track and ensure that the adopted factors are producing desired results. Periodic assessment is recommended among every employee regarding the various packages in place and feedback from the assessment should be used to enhance the motivational factors

package in place. At this juncture, it is important to suggest that more research should be conducted on the relationship and impact of rewards on employee performance using public organizations. Further research is necessary in order to do justice to all the factors influencing employee motivation and organisational performance.

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