

THE EFFECTS OF EMPLOYEE MOTIVATION IN WORK PRODUCTIVITY AND JOB SATISFACTION AMONG SELECTED PRIVATE EMPLOYEES

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Abstract

Employee Motivation is the key factor to help up the capacity of an organization. Each organization must maintain itself during the globalization stage in a narrowly targeted market. The key components in demonstrating corporate goals in the actual world are representatives. Because of this, every organization in the modern world tries to manage its human resource department in order to keep its employees motivated. Most businesses, organizations and their managers are faced with numerous challenges. One of such challenges is in the area of management which refers to the utilization of resources effectively and efficiently in order to achieve an organizations goals and objectives. Some of these managerial challenges are obvious in matters concerning employees such as reimbursement, recruitment, performance management, training and career development, health and safety, benefits, motivation and administration amongst others. Therefore, the aim of industrial-organizational psychology is to increase and maintain work productivity. The issue in the study is to determine the relationship between employee motivation and its relationship on job satisfaction and work productivity and whether it may contribute to the better performance of each employee that leads to organizational development. The respondents of this research study were employees of eight (6) selected private companies covered for the study. The quantitative research design was utilized in this study. The descriptive correlational is used in the profiling and characterization of the respondents and their responses, and the evaluative in testing the relationship of Employee Motivation towards Job Satisfaction and Work Productivity.

Keywords: Employee Motivation, Work Productivity, Job Satisfaction, Organization.

Introduction

Every corporation views its employees as its most valuable resource. Individual productivity is the key to success in any industrial organization; hence businesses need employees to be as productive as possible as this will have an impact on the operation and success of the company as a whole (Hasanuddin, 2017).

Most enterprises, organizations, and managers deal with a variety of difficulties. One of these difficulties is in the domain of management, which is the effective and efficient use of resources to accomplish the aims and objectives of an organization. These managerial issues are evident in a number of employee-related areas, including compensation, hiring, performance management, career development, training, health and safety, benefits, and administration, among others. Industrial-organizational psychology's goal is to boost and sustain workplace productivity.

According to Ololube (2007), certain firms struggle to successfully motivate their workforce. When it would be more appropriate, some private organizations, for instance, hire some of their employees on a contract basis (part-time employees whose services are only required when needed) and pay them a small salary. In these cases, the compensation is not adequate to reflect the efforts and skills that employees contribute to the

organization's operations. Instead than focusing on how people would be fairly compensated, some firms focus on other resources such as materials, machines, and money (Ololube, 2007). The effort is more on how to improve the production process with little or no consideration for human efforts, example is the banking industry who indulge their staff into aggressive marketing (Oriarewo et al., 2013) without due consideration for their welfare. This had led to the inability of such organizations to attain their set objective. Organization success relies heavily on how much attention is paid to its employees' reward policies. It is against this background that this study intends to examine the influence of motivation on employee's satisfaction. This study further postulate that motivation is a very complex issue owing to the uniqueness of people and the wide range of internal and external factors that have an impact on it. If an employee is motivated, there will be an increase in work productivity and ultimately, they may experience an increase in job satisfaction. Therefore, it can be said that there is a relationship between motivation, work productivity and job satisfaction. Thus, the effect of motivation in job satisfaction and productivity is an important topic to study and to understand as it ultimately is one of the determinants of the success of any private company and allows insight into which corrective measures could be implemented to increase job satisfaction in industrial organization. Grunenberger (2017) agrees, stating that studies on

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the effect of motivation on work productivity and job satisfaction are significant to enhancing the wellbeing of employees in important parts of their lives. Employee motivation at work is the psychological factor that drives some people to take action. When employees are immersed in an activity, finding exciting and joyful experiences is a source of motivation. The magnitude of excitement and motivation during activities has a lot to do with deciding the quality of productivity and the employee's motivation at work.

Employee wellbeing, proper compensation, advancement, strong connections with coworkers, and relationships with management can all boost an employee's level of contentment and productivity at work. This is because excellent workplace relationships build coherence and provide employees a sense of acceptance and belonging, both of which boost productivity and performance. Workers who value these connections both within and outside of the workplace are more likely to be productive in their work because they are more effective and efficient. Thus, businesses should encourage employee harmony by hosting social events to bring people together (Jibowo, 2007).

The aforementioned tension has motivated the researcher to investigate if employee motivation affects work productivity and job happiness. The results of this study will therefore be used as a basis for a proposal of a program to increase staff productivity and satisfaction.

Theoretical Framework

Conceptual Framework

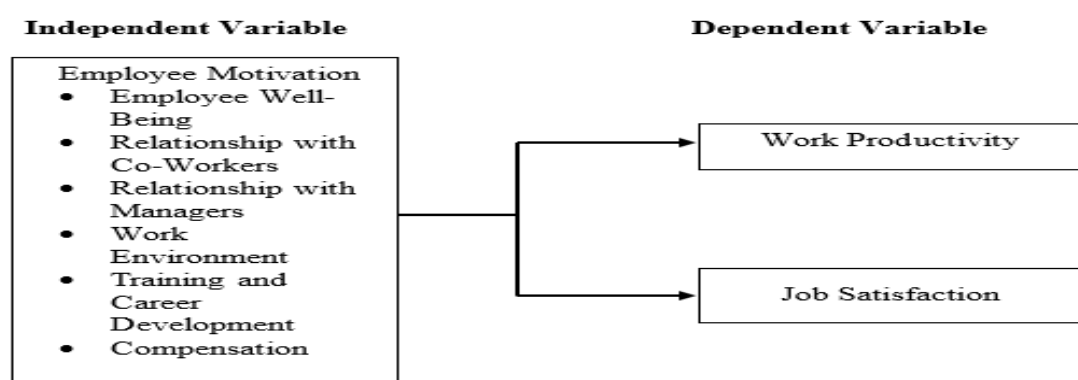


Figure 1. Paradigm of the Study

This presents the conceptual framework of the study. With the use of the IV-DV model, employee motivation is the independent variable, while work productivity and job satisfaction are the dependent ones. The variables relate to an arrow pointing the independent variable to dependent variable which

The theoretical framework acts as a guide for the study because it is based on hypotheses that have been tested and approved by other academics and are already present in the literature (Adom et al, 2018).

This study will be anchored on Vroom's Expectancy Theory (Vroom, 1964). Victor Vroom's expectancy theory of work motivation seeks to answer this basic question: What determines the willingness of an individual to exert personal effort to work at tasks that contribute to the performance of the work unit and the organization. The answer, according to the expectancy theory, is found in the individual beliefs regarding effort-performance relationships and the desirability of various work outcomes that are associated with different performance levels. Simply, the theory is based on this logic: People will do what they can do when they want to. This means, if a person wants a promotion and sees that high performance can lead to that promotion and believes that if he/she works hard he/she can achieve high performance, then he/she will be motivated to work hard.

Another theory to support this study is the McClelland's Theory of Needs. (McClelland, 1961). McClelland affirms that we all have three motivating drivers, which do not depend on our gender or age. One of these drives will be dominant in our behavior. The dominant drive depends on our life experiences. The three motivators are: Achievement: a need to accomplish and demonstrate own competence. People with a high need for achievement prefer tasks that provide for personal responsibility and results based on their own efforts.

assumes the relationships of employee motivation to work productivity and job satisfaction of employee. This study would like to assume that the more motivated the employees are, the higher the productivity and satisfaction in the organization.

Statement of the Problem

This study aims to determine “*The Effects of Employee Motivation on Work Productivity and Job Satisfaction among Selected Private Employees*”. Specifically, this study seeks to answer the following questions:

1. What is the demographic profile of the respondents in terms of:
 - 1.1 age;
 - 1.2 gender;
 - 1.3 marital status;
 - 1.4 educational level;
 - 1.5 years of service;
 - 1.6 position; and
 - 1.7 job status?
2. How does employee motivation be described in terms of:
 - 2.1 employee wellbeing;
 - 2.2 relationship with co-workers;
 - 2.3 relationship with managers;
 - 2.4 work environment;
 - 2.5 training and career development; and
 - 2.6 compensation?
3. How does the work productivity be described by the respondents?
4. How does the job satisfaction be described by the respondents?
5. Does employee motivation have significant effect on work productivity and job satisfaction?
6. What program can be proposed to enhance employee productivity and satisfaction in the organization as the result of the study?

Scope and Delimitation

The scope of the study revolves around the *effects of motivation on work productivity and job satisfaction among selected private employees in Bulacan*. The key variables of the study are the motivation, productivity, and satisfaction. It will be performed in selected private companies chosen through purposive sampling. The respondents would be given a comprehensive assessment through a survey questionnaire regarding their demographic profile, including their age, gender, marital status, and year's employees in private company, job status, designation and educational attainment in private company. The specific research questions were properly answered through survey questionnaires that will be conducted through Google forms. The first survey was adopted on Productivity research by Ajalie Stanley Nwannebuife in 2017. The second questionnaire was adapted from the researcher Pedro Villagrasa, et al, in 2019 in his study about Job Productivity and the last questionnaire was adapted from the study employee Job Satisfaction of Paul E. Spector in 1994.

The exclusion criteria of this study include respondents who are currently experiencing mental

or physical problems should not take part in the study. Individuals who are not employed in private companies in Bulacan are not included.

Methodology

Research Design

This study used a descriptive - correlational research design, a quantitative method to assess and present the degree and/or extent of employee motivation, productivity, and satisfaction in a Private Company in Bulacan while correlational design used to determine its relationship with one another. Descriptive research aims to accurately and systematically describe a population, situation or phenomenon (McCombes, 2020) and used to examine the relationships among variables (Skidmore, 2022) wherein quantitative method involves the process of objectively collecting and analyzing numerical data to describe, predict, or control variables of interest (McLeod, 2019). Garcia (2018) said that the goal of quantitative research methods is to collect numerical data from a group of people, then generalize those results to a larger group of people to explain a phenomenon. Meanwhile, the researcher also used the Cronbach's alpha to measure the internal consistency of the survey's result.

A set of standardized questionnaires on employee motivation, work productivity and job satisfaction used as primary data gathering tools.

Participants/Respondents of the Study

The respondents of the study were purposively chosen, and they are all rank and file employees from the selected private companies. Below is the actual number of rank-and-file employees from the selected private companies in Bulacan.

Table 1: Respondents of the Study

Private Companies	Total Population (Rank-And-File)
Company A - A small pharmaceutical company. One of their branches is located at Bulakan, Bulacan.	6
Company B - This is an employment agency that offers jobs that fit your skills and ability to work. It is located at Guiguinto, Bulacan.	8
Company C - Is a Private Catholic co-educational basic and higher education institution administered by the Augustinian Sisters of Our Lady of Consolation in Malolos, Bulacan	96
TOTAL	110

Instrument/s of the Study

The researcher will use of three (3) standardized adapted instruments as major tools in the collection of data needed in the study. Part I involves 7 items for the profile characteristics of respondents such as age, gender, years of service, marital status, job status, designation, and educational attainment. Part II pertains first survey questionnaire. It was adopted from the study entitled the “Effect of Employee Motivation on Organizational Productivity” by Ajalie Stanley Nwannebuife in 2017, The researcher also requested permission from the author through email, the author granted the researcher’s request to use the motivation survey as an instrument, the work employee motivation survey consists of 30 questions covering the employee well-being, relationship with co-worker, relationship with managers, work environment, training and career development and compensation Responses varied from 1 (strongly agree) to 5 (strongly disagree).

The third questionnaire was adapted from the researcher Pedro Villagrasa, et al, in 2019 in his study about Job Productivity. It consists of 15 statements and is answerable by a 5-point Likert scale. 5 as strongly agree while 1 as strongly disagree. The researcher also requested permission from the author through email, while the response is still in progress.

The last questionnaire was adapted from the study employee Job Satisfaction of Paul E. Spector in 1994. The researcher also requested permission from the author through email, while the response is still in progress. The questionnaire consists of a 6-point Likert scale that varies from 6 (Agree Very Much) to 1 (Disagree Very Much). It has 22 statements that tackle satisfaction in the workplace.

Data Collection and Analysis

In gathering data from the respondents, the researcher was carried out the following procedures:

1. A letter has been sent to the authors of each questionnaire seeking permission in the use of scales and measurements on employee motivation, work productivity and job satisfaction.

2. A letter has been sent to the Employer to ask consent in the conduct of the proposed study.
3. The researcher was seek the Informed Consent of the participants to ensure their approval and clearly explain to them the purpose, responsibilities, benefits, rights and privileges as participants.
4. With the approval of the above-mentioned individuals, the researcher distributed the questionnaire to the selected private companies either personally or online using Google platform.
5. In compliance with the Data Privacy Act of 2012, the researcher used codes for each company to protect and safeguard their identity.
6. The respondents are given a questionnaire to accomplish through the use of Google form due to the current situation. They were given enough time to answer the questionnaire and further explanation were given to the respondents via email.
7. The questionnaire collected by the researcher to check if all the items were answered religiously and honestly by the participants of the study.
8. Incomplete responses were disregarded from the result of the study.

To examine the relationship between the productivity and work’s motivation of the employees, the researcher utilized the use of SPSS with the assistance of the statistician.

The following statistical tools was used in analyzing and interpreting the data.

1. The demographic profile of the respondents were described using frequency counts, percentage procedures, mean and/or standard deviation.
2. The employee motivation of the respondents were described in terms of mean and correlation.

The first survey questions comprise thirty statements. It is divided into seven (7) subjective/questions, each of which has corresponding keywords. Respondents were asked to check and rate each column using a 5-point Likert scale. Presented below are the range and interpretation used in the scale:

Table 2: Employee Motivation Scale

Rating	Range	Verbal Description	Verbal Description
5	4.50-5.00	Strongly Agree	There is strong evidence that shows that the indicator is observable.
4	3.50-4.49	Agree	There is decent amount of evidence that shows that the indicator is observable.
3	2.50-3.49	Neutral	There is moderate evidence that shows that the indicator is observable.
2	1.50-2.49	Disagree	There is little evidence that shows that the indicator is observable.
1	1.00-1.49	Highly Disagree	There is no evidence that shows that the indicator is observable.

Work productivity measured and quantified using a 15-item statement question answerable by a 5-point Likert scale. The respondents instructed to check the

appropriate column in each statement. The range and interpretation of 5-point scale are presented below.

Table 3: Work Productivity

Rating	Range	Verbal Description	Verbal Description
5	4.50-5.00	Strongly Agree	There is strong evidence that shows that the indicator is observable.
4	3.50-4.49	Agree	There is decent amount of evidence that shows that the indicator is observable.
3	2.50-3.49	Neutral	There is moderate evidence that shows that the indicator is observable.
2	1.50-2.49	Disagree	There is little evidence that shows that the indicator is observable.
1	1.00-1.49	Highly Disagree	There is no evidence that shows that the indicator is observable.

In measuring job satisfaction, a 6-point job satisfaction survey Likert scale will be used in the study. It consists of 22 statements and is answerable by checking one number that comes closest to

reflecting the respondent's opinion about each statement. The scale for scoring the response of the participants are as follows:

Table 4: Job Satisfaction Scale

Rating	Range	Verbal Description
6	5.50-6.00	Agree Very Much
5	4.50-5.49	Agree Moderately
4	3.50-4.49	Agree Slightly
3	2.50-3.49	Disagree Slightly
2	1.50-2.49	Disagree Moderately
1	1.00-1.49	Disagree Very Much

A correlation and regression analysis utilized to statistically determine the relationship between variables. Correlation quantifies the strength of the linear relationship between a pair of variables,

whereas regression expresses the impact of the independent variable to the dependent variables in the form of an equation (Bewick et. al, 2003).

Scale of Correlation Coefficient	Verbal Description
$0 < r \leq 0.19$	Very Low Correlation
$0.2 \leq r \leq 0.39$	Low Correlation
$0.4 \leq r \leq 0.59$	Moderate Correlation
$0.6 \leq r \leq 0.79$	High Correlation
$0.8 \leq r \leq 1.0$	Very High Correlation

Ethical Considerations

This research study will be reviewed by the Ethics Review Committee of the Researcher's university to ensure that it did not violate ethical considerations. The researcher included the following fundamental moral standards of ethics:

policies state that only the researcher is permitted access to the data. To lessen the chances of phishing and other forms of data exploitation, a password-protected folder was made available given the study's online nature.

Confidentiality. According to the study's guiding principle, the researcher has an ethical obligation to protect the respondents' privacy. The researcher has taken every safety measure to protect the confidentiality of the respondents' personal information collected for this study. The company's

Do No Harm. Throughout the study, the investigator will take precautions to ensure their own and the participants' safety. Inquiring about private matters, putting someone in an uncomfortable situation, or adding to their emotional or bodily suffering all fall under this heading. Having this in place ensures that the people

taking part in the study will not be harmed in any way.

Informed Consent. A permission letter will be sent out by the researcher asking for the responders' involvement in the study. Potential volunteers will receive a letter outlining the aims of the study, any potential downsides, and how to get in touch with the university, the study's supervisor, and the researcher. To ensure confidentiality, it is essential to stress that any information gathered will be used purely for research purposes. Security measures will thereafter be in place to protect the data that has been submitted.

Justice. The study's author abstained from drawing any moral implications or analogies between the respondents. No matter the respondent's status, gender, or previous accomplishments, each response was given the same value and grade. The respondents can stop participating at any time without giving a reason and are under no obligation to answer any questions; also, they can refuse to answer any inquiries.

Transparency. There are no hidden agendas or omissions caused by agendas in this presentation of the research method and its outcomes. A closer relationship between the researcher and the respondents would have facilitated quicker problem-solving. The study could benefit much by gaining the confidence of the respondents. A thorough explanation of the study was provided to participants so that they could respond to survey questions honestly and openly.

Voluntary Participation. All respondents were given the necessary context to participate in the study with full knowledge and understanding of the implications of their decisions. The researcher took all necessary precautions to ensure that no respondents were coerced or intimidated into participating, and all participants gave their informed consent. Participants were assured that dropping out at any point would not affect their participation grade. Since the respondents were being asked to do a favor for the benefit of the research, the researcher made sure the interaction was carried out to their full understanding and without any pressure

Results and Discussion

Summary of Findings

The summative outcome of the study is presented to determine the effect of employee motivation on work productivity and job satisfaction among the selected private companies. Hence, the findings of the study were summarized as follows:

Problem No. 1 Demographic Profile of the Respondents

Based on the result of the demographic profile, it shows majority of the respondent are single female within the age range of 18 – 35 years old. Furthermore, the result shows that almost 85% have their bachelors' degree and 50% of respondents are within the private company not more than 2 years. In addition, the result also shows that half of the respondents are teachers and staff from different companies. Lastly, the result shows that half of the respondents are regular or permanent employment, while the rest are either probationary employment, contractual, or fixed-term employee.

Problem No. 2 Employee Motivation

Based on the results of the study, the employee motivation in terms of wellbeing shows that there is a decent ($M = 3.99$, $SD = 0.53$) amount of evidence that shows that employee wellbeing is observable within the selected private companies. Employee motivation in terms of relationship with coworkers shows that there is a decent ($M = 4.13$, $SD = 0.61$) amount of evidence that shows that relationship with co-workers is observable within the selected private companies. Employee motivation in terms of relationship with Managers shows that there is a decent ($M = 3.88$, $SD = 0.52$) amount of evidence that shows that relationship with managers is observable within the selected private companies. Employee motivation in terms of work environment, shows that there is a decent ($M = 4.03$, $SD = 0.67$) amount of evidence that shows that work environment is observable within the selected private companies. Employee motivation in terms of training and career development, study shows that there is a decent ($M = 3.86$, $SD = 0.74$) amount of evidence that shows that training and career development are observable within the selected private companies. Employee motivation in terms of compensation, this study shows that there is a moderate ($M = 3.48$, $SD = 0.49$) amount of evidence that shows that compensation is observable within the selected private companies.

Problem No. 3 Work Productivity

The result of the study shows that there is a low positive relationship between employees' motivation and their work productivity. The results show that for every increase in the employees' motivation will create a low increase in the level of the employees' work productivity. Furthermore, the result also shows that almost 15% of the work productivity of the employees to their company could be explained or accounted for by the variation in the employees' motivation.

Furthermore, the regression analysis result shows the obtained B coefficient of organizational climate equal to .371, indicates that every unit increase in the

employees' level of motivation a .371 increase in the employees' level of work productivity.

Problem No. 4 Job Satisfaction

Based on the result of the study, it shows that respondents moderately agree ($M = 4.39$, $SD = 0.55$) that job satisfaction is observable within the employees of the selected companies.

The result also shows that respondents agree very much that they like the people they work with, they like their supervisor, they enjoy their co-workers. In addition, the result also shows that respondents agree very much that they like doing the things they do at work, their supervisor is quite competent in doing his/her job, and their job is enjoyable. Furthermore, the result of the study shows that respondents agree very much that they feel a sense of pride in doing their job, those who do well on the job stand a fair chance of being promoted, and communications seem good within this organization.

Moreover, the result also shows that respondents agree moderately that people get ahead as fast here as they do in other places, they feel satisfied with their chances for salary increases, and they are satisfied with their chances for promotion. The result also shows that respondents agree moderately that the benefits they receive are as good as most other organizations offer, and when they do a good job, they receive the recognition for it that they should receive. Nevertheless, the result of the study shows that respondents agree moderately that they feel they are being paid a fair amount for the work they do, the benefit package they have is equitable, and there are few rewards for those who work in their company. Lastly, the result shows that respondents agree moderately that there is really too little chance for promotion on their job, there are benefits we do not have which we should have, and many of our rules and procedures make doing a good job difficult.

However, the result also shows that respondents disagree slightly that they are not satisfied with the benefits they receive, and they sometimes feel that their job is meaningless.

Problem No. 5 Effect of Employee Motivation into Work Productivity and Job Satisfaction

The results of the study show that there is a high positive relationship between employees' motivation and their job satisfaction. The results show that for every increase in the employees' motivation will create a high increase in the level of the employees' job satisfaction. Furthermore, the result also shows that almost 51% of the job satisfaction of the employees to their company could be explained or accounted for by the variation in the employees' motivation.

The regression analysis results also show the obtained B coefficient of organizational climate equal to .839, indicates that every unit increase in the employees' level of motivation a .839 increase in the employees' level of job satisfaction.

Problem No. 6 Enhancement Employee Productivity and Satisfaction Program

- Based on the result of the study, the following program is proposed by the researcher:
- Empowering Employees in the Workplace; and
- Building for the Future Program.

The proposed program will be executed on the first 3–6 months of the employee in the organization. The objectives of the program are to:

- ☐ Regulate the job productivity and satisfaction of the private employees through program related to the employee motivational factors such as employee wellbeing, relationship with co-workers, relationship with managers, work environment, training and career development and compensation.
- ☐ Create a checklist to monitor employees' productivity and satisfaction.
- ☐ Help the private companies to produce expert employees at the end of the program.

Conclusion

With the indicated findings and detailed interpretation and analysis of the collected data, the following conclusions were drawn:

1. Most of the employees in the selected private companies are single females of their early working age that work either teacher or staff in different offices and within their respective companies not more than 2 years.
2. It is evident from the result of the study that employees from the selected private companies have experience the different factors of employees' wellbeing in their respective company.
3. It is evident from the result of the study that employees from the selected private companies are productive at their work environment.
4. Employees of the selected private companies are slightly satisfied in their current work and present management.
5. Contrary to the study's formulated hypothesis, Employee Motivation has significant Effects on Work Productivity of the Employees.
6. Contrary to the study's formulated hypothesis, Employee Motivation has significant Effects on Job Satisfaction of the Employees at their respective private organization.

Recommendations

Based on the conclusions, the following recommendations were deemed necessary by the researchers:

1. The demographic profile of the respondents could be maximized in the future studies and comparative study could be formulated.
2. Strengthening the compensation and benefit program of the organization is needed.
3. Additional training for the employees that could further strengthen their knowledge in their work, making them more capable in handling work-related concerns and issues, and further increase their work productivity.
4. The organization need to review the salary and benefits of their organization.
5. The organization could develop internal programs that could improve the sense of belongingness of the employee.

LCUP Human Resource Management and Administrators may continue its effort in finding ways and means to further improve the motivational practices of the organization considering the finding that the employee motivation significantly influence the productivity and satisfaction of the employees.

Conflicts of Interest

The authors declare that there is no conflict of interest in this manuscript.

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