



GSJ: Volume 9, Issue 2, February 2021, Online: ISSN 2320-9186

www.globalscientificjournal.com

**THE EFFECT OF EMPLOYEE MOTIVATION ON ORGANIZATIONAL
PERFORMANCE IN THE BUILDING AND CONSTRUCTION SECTOR IN KENYA: A
CASE STUDY OF TILE AND CARPET CENTRE**

Mohsin Rajabali Habib Ali ^{a*}, Ali Mohamed Jin ^b, Dr. James Mwikya Reuben ^c

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

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

^c *Kirinyaga University, P.O Box 143-10300 Kerugoya Kenya*

^a mohrajib181@gmail.com

^b alimohdjin@gmail.com

^c jmwikya@kyu.ac.ke

Abstract

Human capital management today is adequately managing every facet of talent and labour which requires a detailed examination of all segments of the workforce against every area of operational detail. This study aimed at investigating the effect of employee motivation and organizational performance at Tile and Carpet Centre (T&C) in Kenya. The human resource management theory anchored the variables of the study. The study adopted descriptive research design. The study population was 750 staff working in 3 T&C locations while stratified random sampling technique was used to sample 100 respondents. The pilot testing was conducted using the questionnaire on 10 staff from ICD warehouse, Nairobi County. The measure of reliability was tested using Cronbach's alpha at 0.7. The study was a descriptive research and primary data was collected using a questionnaire. Frequency distribution tables and figures were used to present the findings where interpretation was done in prose form. The researcher conducted simple regression analysis in order to find out the relationship between employee motivation and organizational performance of T&C. The inferential results on effect of employee motivation on organization performance show $R=0.608$ indicating a strong positive correlation and $R^2=0.370$ and there was a significant effect between employee motivation and organization performance ($t=7.232$, $p<0.05$). The study established and provided evidence that the remuneration that employees receive influences their work performance and job enrichment increases job's range

and depth and this had positive influence on organizational performance. The study recommends that T&C should take the issue of employee motivation seriously to facilitate effective job delivery and performance. The study revealed that motivation given to employees in an organization has a significant influence on the employee performance.

Keywords: Employee motivation, Organization performance, Tile and Carpet Centre (T&C)

1. INTRODUCTION

In an organizational context, HCM is considered as a process by which organizations help their employees in a continuous and planned way to acquire or sharpen the abilities. This is based on the facts that employees are required to perform various functions associated with their present or expected future roles. Employees develop their general skills as individuals, discover and utilize their inner potential for their own and/or organizational development purposes (Rastgoo, 2016). Human capital represents the human factor in the organization which includes the combined intelligence, skills and expertise that gives the organization its distinctive character.

Employee motivation has a strong influence on the effectiveness of an organization. It is considered as a force that drives the employees toward attaining specific goals and objectives of the organization. Employee motivation is very important for organizations, as every concern requires physical, financial and HRs to accomplish the goals (Bilal, Ejaz, & Saif, 2012). It is through motivation that the HRs can be utilized by making full use of it. Employee motivation is significant to the organization and the factors of motivation play a vital role in increasing employee job satisfaction, as a result leads to the improvement of organizational performance (Bateman & Snell, 2015).

1.1 Problem statement

A survey conducted in T&C for the need assessment in 2020, organizational performance challenges were revealed that were lack of qualified staff and low sense of responsibility among T&C staff are key performance issues. Therefore, there was an urgent need for cultural adjustment with regard to staff development in order to enable them perform to expected standards. In addition, there was need for adjustments within the organization on matters such as synergy among staff/employee, usage of working time, self-confidence, responsibility and own initiative. This is expected to greatly reduce and eventually eliminate negative work attitudes and practices that lead to poor organizational performance. This perspective is detrimental to T&C

and is evident as the organization is unable to compete in the larger East African market due to challenges such as technical and institutional incapability. Therefore there is a need to understand the effect of employee motivation on organizational performance at T&C. The study will help T&C to develop a more strategic and modern approach to the management of people and their attributes that translate to the sustainable improvement of the organization's overall performance and counter the performance challenges.

1.2 Specific objective

- i. To identify and rank various employee motivation factors that affect organisation performance of T&C
- ii. To establish the effect of employee motivation on organization performance of T&C.

1.3 Conceptual Framework

In this study, the dependent variable is organization performance while the independent variable is employee motivation.

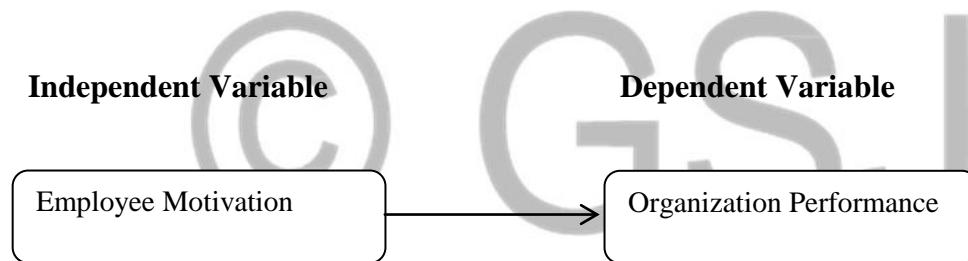


Figure 1 Conceptual Framework

2. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Goal Setting Theory

Goal-setting theory was developed inductively within industrial/organizational (I/O) psychology over a 25-year period, based on some 400 laboratory and field studies (Locke & Latham, 2002, 2006). Goal setting is a cognitive theory of motivation based on the premise that people have needs that can be thought of as specific outcomes or goals they hope to obtain (Locke & Latham, 1990). The theory started with the initial work on levels of aspiration developed by Kurt Lewin and has since been primarily developed by Dr. Edwin Locke, who began goal setting research in the 1960s (Redmond, 2015). Kurt Lewins' early work on "level of aspiration" provided the foundation for the most researched and well-established theory of work motivation-goal-setting

theory (Levy, 2013). Goal-setting theory emphasizes the role of specific, challenging performance goals and workers' commitment to those goals as key determinants of motivation (Newstrom, 2011).

Goal-setting theory states that for employees to be motivated, goals must be clear, specific, and attainable and whenever possible, quantified (Riggio, 2014). A goal is defined simply as what the individual is consciously trying to do (Lunenberg, 2011). Newstrom (2011) outlines goals as targets and objectives for future performance that help focus employee's attention on items of greater importance to the organization, encourage better planning for the allocation of critical resources such as time money and energy, illustrate the value of persistent effort, and stimulate the preparation of action plans for goal attainment. Evidence suggests that if workers participate in goal setting, as opposed to having supervisors set the goals, there is increased motivation (Gomez, Balkin, & Cardy, 2015). This makes this theory relevant to the present study.

2.2 Empirical Review

2.2.1 Employee Motivation and Organizational Performance

Motivation is a procedure that initiates through a physiological or psychological want that stimulates a performance that is intended at an objective (Bartol & Martin, 2015). Farhad, Mohammad, Mostafa, Ghorban, and Somayeh (2011) described motivation as a power that strengthens behavior, gives route to behavior, and triggers the tendency to continue. Motivation is a set of courses concerned with a kind of strength that boosts performance and directs towards accomplishing some definite targets (Kalimullah, Yaghoubi, & Moloudi, 2010). Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Shadare & Hammed, 2009).

Manzoor (2014) did a study on effect of employees' motivation on organizational effectiveness in Pakistan. Three different hypotheses were formulated and tested using descriptive statistics and correlation coefficients techniques respectively in order to establish whether there is a relationship between employee motivation, compensation, work environment and organizational performance. The research findings indicate that employee motivation have positive effect on organizational performance. The study recommends that organizations should take the issue of employee motivation seriously to facilitate effective job delivery and performance.

Muongbo (2013) conducted a study on the impact of employee motivation on organizational performance, the focus of the study was on selected firms in Anambra state Nigeria. The population of the study was 120 workers of selected manufacturing firms in Anambra State. The study selected 103 respondents from 17 manufacturing firms across the three senatorial zones of Anambra State. The study used descriptive statistics (frequencies, mean, and percentages) to answer three research questions posed for the study. The Spearman Rank Correlation Coefficient was used to test the three hypotheses that guided the study. The result obtained from the analysis showed that there existed relationship between employee motivation and the organizational performance. The study reveals that extrinsic motivation given to workers in an organization has a significant influence on the workers performance.

Hussein and Simba (2017) examined the effect of employee motivation on organizational performance of Mogadishu al port in Somalia. A descriptive design was adopted and statistical descriptions were used to summarize and analyze the collected data. The means of statistical tools including measures of central tendencies such as the mean, and measures of dispersion such as the standard deviation, and measures of the relationships among the variables, such as the regression analyses, were used. A significant sample size of 153 employees chosen by use of Slovenes formula was used. The sample elements were chosen using purposive judgmental technique for the upper level of management, and systematic random sampling was used for other employees and detailed analysis was done with the help of SPSS version 23. Data was collected by use of a questionnaire and after, analysis was presented in form of tables, graphs and pie charts and text for the reader to understand. From the study, as shown by the correlation results, there was a positive correlation between the time of service and extrinsic rewards as being a responsible reason for better achievement of organizational performance as given by a 21.7% relationship which was significant.

Dahie, Jimale, and Ali (2015) conducted a study on employee motivation and organizational performance in Somali. The researchers utilized convenient sampling to collect 100 questionnaires from twelve secondary schools in Mogadishu, Somalia. Employees of these schools provided a questionnaire with four main construct which measuring work environment, cooperation, facilitation and organizational performance. However, using correlation coefficient, the study found that organizational performance (Dependent variable) had significant positive influence with two independent variables namely, work environment, and facilitation. Also, the

result of regression analysis found that two constructs had statistically significant, positive, and direct effects on the organizational performance. Finally, regarding these two hypotheses; this study supported; the most indicator of employee motivation was facilitation; the employees like the managers who motivate them in the workforce.

Waiyaki (2017) did a study on effect of motivation on employee performance with focus to PAM Golding Properties limited, Nairobi in Kenya. A descriptive research design was adopted with Pam Golding Properties being the focus organization. The population of this study comprised of all the employees of Pam Golding Properties in Nairobi. The study populace and sampling frame comprised of a list of all representatives that worked at Pam Golding Properties in Nairobi and was gotten from the Human Resources department. The census technique was used in the study to select the respondents from the list of employees provided by the human resource department in order to capture the entire population, thus, the sample size of the study was 50. The data collecting instrument that was used was a tailor-made structured questionnaire developed by the researcher, particularly for this study. The questionnaire made use of a five-point Likert scale to rate the importance of various motivational factors. The research was analyzed using Statistical Package for Social Scientists (SPSS) version 24. The study revealed that the management of Pam Golding Properties partially used motivational goal-setting to motivate their employees. The study also showed that there was a lack of regular training and development for the employees to improve their key skills and knowledge and this is an area that should be addressed.

3. RESEARCH METHODOLOGY

3.1 Research Design

A research design is a plan or blueprint of how the researcher intends to conduct the research (Babbie & Mouton, 2001). This study applied descriptive studies design because its purpose was to explain the impact of employee motivation on organization performance in T&C. Descriptive approach was used to describe the nature of the relationship between the independent variable and the dependent variable.

3.2 Target Population

Population is a whole institution of individuals, objects or occasions with comparable observable characteristics (Mugenda & Mugenda, 2003). The target population of the study was derived from the employees of T&C as shown in Table 3.1. The research used a target population of 750

employees working at the three locations namely: T&C head office at Parkside Towers and ICD Warehouse in Nairobi county and Toptank Production Plant in Machakos county.

Table 3. 1 Target Population

Category	Target Population	Percentage
Top Management	18	2.4
Middle Management	281	37.5
Support Staff	451	60.1
Total	750	100

3.3 Sampling Method and Sample Size

Sampling is a fundamental component of data collection or part of a population chosen for a study (Sekeran, 2003). The study employed stratified random sampling technique in coming up with a sample size of 100 respondents from a total of specific departments in three T&C plants, this represents 13.3% of the total population as seen in Table 3.2

Table 3. 2 Sample Size

Category	Target Population	Sample of the Data	Percentage
Top Management	18	18	18
Middle Management	281	40	40
Support Staff	451	42	42
Total	750	100	100

3.4 Research Instruments

Primary data was used in this study which was collected from the selected sample respondents using a questionnaire.

3.5. Pilot Study

According to Cooper and Schindler (2006), a pilot test is conducted to detect weaknesses in design and instrumentation and to provide proxy data for selection of a probability sample. This pilot study enabled the researcher to determine the reliability and validity of the instrument. The study conducted a pilot study using 10% of the sample population. The subjects included in the pilot study were not included in the final study.

3.5.1 Validity and Reliability of the Research Instrument

Validity is the quality of instruments used in gathering data that makes it possible to measure what it intends to measure. Drawing meaningful and beneficial inferences from scores on the instrument is what validity is ready as said through Creswell (2008). The study supervisor reviewed the instrument to ensure content validity. Logical judgment as to whether the

instruments covered what they were supposed to cover was gotten from content validity. Reliability is explained as the measure of the extent to which a research instrument gives consistent output or data after repeated tests. The study adopted Cronbach Alpha to test reliability of the studies units. The values ranged from zero to 1 wherein values among 0.7 to 1 indicate significant and suitable reliability whereas values underneath 0.7 have been unacceptable and much less reliable.

3.6. Data Analysis and Presentation

The quantitative data collected was coded using Statistical Packages for Social Scientists tool (SPSS Version 23) and analyzed through the use descriptive and inferential statistics.

4. DATA ANALYSIS AND RESULTS

4.1 Response Rate

A total of 100 questionnaires were distributed to the target respondents (top management, middle management and support staff), from which 91 respondents gave their responses in all the questions asked. The questionnaire response rate was 91% (see table 4.1) which is satisfactory and substantial going by Mugenda (2003) affirmations that a response rate that exceeds more than half is both acceptable and significant.

Table 4.1 Response Rate of Respondents

Response	Frequency	Percentage
Returned	91	91%
Unreturned	9	9%
Total	100	100%

4.2 Demographic Profile

The respondents were requested to provide the study with demographic information as seen in table 4.2 on demographic profile. The table shows that, it is evident that more than half of the respondents at 58.2% were male and 41.8% being female. This implies that T&C staffing was male dominated, however, the female pool was not far behind. This is an encouraging implication particularly considering the fact that traditionally most organizations were male dominated. On age distribution of the respondents, it is evident that majority of the respondents at 37.3% had their ages ranging from 36-45 years, then 29.7% ranging from 26-35 years, then 15.4% ranging from 18-25 years, then 12.1% ranging from 46-55 years and 5.5% above 55 years. This is a clear indication that majority of the respondents were clearly exposed and had

experienced issues of the relationship between human capital management and organizational performance at T&C.

Table 4.2 Demographic Profile

Demographic profile		Frequency	%
Gender	Male	53	58.2%
	Female	38	41.8%
Age (years)	18-25	14	15.4%
	26-35	27	29.7%
	36-45	34	37.3
	46-55	11	12.1
	Over 55	5	5.5%
Work Experience	1-5	9	9.9%
	6-10	26	28.6%
	11-15	35	38.4%
	Over 16	21	23.1%
Education Level	High School	12	13.2%
	Tertiary/Diploma	45	49.4%
	Undergraduate	31	34.1%
	Postgraduate	3	3.3%
Total		91	100%

On work experience, it is evident that majority of the respondents at 38.4% had worked for T&C for 11-15 years, then 28.6% had worked for 6-10 years, then 23.1% had worked for over 16 years and 9.9% for 1-5 years. This is a clear indication that majority of the respondents were significantly experienced and worked for many years at T&C. It is also evident that majority of the respondents at 49.4% were Tertiary / Diploma holders, then 34.1% were undergraduate degree holders, then 13.2% had high school certificates and 3.3% had post graduate certificates of various courses. This is a clear indication that majority of the respondents had made considerable effort to further their education levels having worked for many years at T&C.

4.3 Descriptive Statistics

4.3.1 Ranking of various Employee motivation factors that affect organisation performance

The objective required the establishment of employee motivation on organizational performance at T&C. Respondents were requested to rate employee motivation on a scale of 1 to 5 where 5 represented ‘Strongly Agree’ and 1 ‘Strongly Disagree’. The summary of the results was enumerated as seen in Table 4.3

Table 4.3 Ranking of various employee motivation factors that affect organisation performance

	Low	High	Mean	Std. Deviation
Salary and benefits that I receive influence my effort and persistence in discharging my duties hence more productivity.	2	5	4.12	.987
Job enrichment increases a job's range and depth, which entails a number of activities and the autonomy, responsibility, discretion, and control.	1	5	4.02	.816
In our organization, job enrichment is conducted to provide employees with an opportunity to grow psychologically and mature in a job.	1	5	3.99	.837
Our organization has developed flexible working hours which accommodate employee needs in a healthy and positive approach to motivate and enhance their productivity.	1	5	3.92	1.213
In our organization, flexible work hours permit employee and supervisors to establish work schedules that recognize individual and family needs.	1	5	3.90	.907
In our organization, merit pay is demonstrated to a good performer which minimizes any negative consequences on good performance and morale.	1	5	3.76	.886
Valid N (list wise) = 91				
Aggregate Score			3.95	.941

The overall aggregate mean score for the second objective is 3.95 and the standard deviation is 0.941. This on average affirmed that the respondents acknowledged that the level of motivation was relevant to propel employees to work harder on the job, and this was ultimately aimed at improving organizational performance. This supported the statement suggesting that ‘salary and benefits that I receive influence my effort and persistence in discharging my duties hence more productivity’ with the highest mean score of 4.12 and a standard deviation of 0.987. The statement of ‘in our organization, merit pay is demonstrated to a good performer which minimizes any negative consequences on good performance and morale’ with the lowest mean score of 3.76 and a standard deviation of 0.886. This implied that most of the respondents at

T&C did not experience any merit pay based on their work performance. The findings are in agreement with the assertion by Bateman and Snell (2015) that employee motivation is significant to the organization and the factors of motivation play a vital role in increasing employee job satisfaction, as a result leads to the improvement of organizational performance.

4.3.2 Ranking of Organizational Performance factors

The dependent variable was organizational performance at T&C. Respondents were requested to rate organizational performance on a scale of 1 to 5 where 5 represented ‘Strongly Agree’ and 1 ‘Strongly Disagree’. The summary of the results was enumerated as seen in Table 4.4

Table 4.4 Organizational Performance

	Low	High	Mean	Std. Deviation
In our organization, human capital management is key in driving long-term operation effectiveness.	1	5	4.33	.920
In our organization, how human capital utilization is done has affected effectiveness in our operations.	1	5	4.27	.932
Through human capital management, there has been great increase in sales in our organization.	1	5	3.97	1.178
There is increased profitability since the introduction of an independent HR department in our organization.	1	5	3.66	1.301
In our organization, human capital management has affected relevant skills that are required to enhance organization performance.	1	5	3.58	1.221
Valid N (list wise) = 91				
Aggregate Score			3.96	1.110

The overall aggregate mean score for the dependent variable is 3.96 and the standard deviation is 1.110. This on average affirmed that the respondents acknowledged that the performance of T&C was efficient, effective, relevant and financially profitable. The aggregate parameters for the variables are employee motivation with a mean score of 4.31 and a standard deviation of 0.812.

4.4 Inferential Statistics

4.4.1 Influence of Employee motivation on Organizational Performance

The study sought to investigate the effect of employee motivation on organizational performance. Regression analysis (see table 4.5) was done with organizational performance as the dependent variable and employee motivation as the predictor factor. The regression analysis

revealed a relationship $R = 0.608$ which showed a strong positive correlation and revealed that employee motivation and organizational performance are fundamentally related, and $R^2 = 0.370$ which meant that 37% of variation in organizational performance can be explained by a unit change in employee motivation. The results were enumerated as seen in Table 4.5

Table 4.5 Model Fitness for Employee motivation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.608 ^a	.370	.363	.69039
Predictors: (Constant), Employee motivation				

The values of $F = 52.303$ show that employee motivation statistically and significantly affects organizational performance which means the regression model is a good fit of the data and that employee motivation significantly influences the performance of T&C. The level of significance is 0.000 which is less than 0.05 hence the regression model significantly predicts the dependent variable. The results were enumerated as seen in Table 4.6

Table 4.6 ANOVA^a Results for Employee motivation

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	24.929	1	29.929	52.302	.000 ^b
	Residual	42.421	89	.477		
	Total	67.350	90			
a. Dependent Variable: Organization Performance						
b. Predictors: (Constant), Employee motivation						

The study outcome indicated that addition of employee motivation to T&C has a significant positive impact on organizational performance. The results indicate that there is significant relationship between employee motivation and organizational performance; $p < 0.05$ ($P = 0.01$). Thus, the values of employee motivation are statistically significant ($t = 7.232$, $p < .05$) which means an increase in mean index of employee motivation will increase organizational performance by a positive unit mean index value of .587 (58.7 percent). The regression model explaining the results enumerated in Table 4.7 is given by: Organizational Performance = 2.003 + 0.587 (Employee Motivation). The model shows that employee motivation positively affects organizational performance at T&C.

Table 4.7 Regression Coefficients^a for Employee motivation

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				L.B	U.B
(Constant)	2.003	.267		7.496	.000	1.472	2.534
Employee motivation	.587	.081	.608	7.232	.000	.426	.749

a. Dependent Variable: Organization Performance

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of findings

The objective of this study was to determine the effect of employee motivation on organizational performance at T&C. The study findings revealed and established the overall aggregate mean score for the objective is 3.95 and the standard deviation is 0.941. This on average affirmed that the respondents acknowledged that the level of motivation was relevant to propel employees to work harder on the job, and this was ultimately aimed at improving organizational performance. The regression analysis revealed a relationship $R = 0.608$ which showed a strong positive correlation and revealed that employee motivation and organizational performance are fundamentally related, and $R^2 = 0.370$ which meant that 37% of variation in organizational performance can be explained by a unit change in employee motivation. The results indicate that there is significant relationship between employee motivation and organizational performance; $p < 0.05$ ($P = 0.01$). Thus, the values of employee motivation are statistically significant ($t = 7.232$, $p < .05$) which means an increase in mean index of employee motivation will increase organizational performance by a positive unit mean index value of 58.7 percent.

5.2 Conclusions

The study established a significant positive relationship with organizational performance. The study established and provided evidence that the remuneration that employees receive influences their work performance and job enrichment increases job's range and depth and this had positive influence on organizational performance.

5.3 Recommendations

The study recommends that T&C should take the issue of employee motivation seriously to facilitate effective job delivery and performance. The study revealed that motivation given to employees in an organization has a significant influence on the employee performance.

References

- Babbie, E., & Mouton, J. (2001). *The practice of social research*. South Africa Oxford University Press, Cape Town.
- Bartol, K., & Martin, D. (2015). Managing information systems personnel: a review of the literature and managerial implications. *MIS Quarterly Journal*, 6 (4), 49-70.
- Bateman, T., & Snell, S. (2015). *Management*. McGraw-Hill Education
- Bilal, A., Ejaz, W., & Saif, M. (2012). Impact of employee motivation on customer satisfaction: study of airline industry in Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 4 (6), 531-539.
- Cooper, D. R. & Schindler, P. S. (2006). *Business research methods* (8th ed.). McGraw-Hill Irwin, Boston.
- Creswell, J. W. (2008). *Educational research: Planning, conducting, and evaluating quantitative and qualitative research* (3rd ed.). Pearson Education, Inc.
- Dahie, A. M, Jimale, M. M, & Ali, A. Y. S. (2015). Employee motivation and organizational performance: Empirical evidence from secondary schools in Mogadishu-Somalia. *Academic Research International*, 3 (2), 69-83.
- Farhad, E. A., Mohammad, R. J., Mostafa, S., Ghorban, A. S., & Somayeh, A. K. (2011). A study of influential factors on employees' motivation for participating in the in-service training courses based on modified expectancy theory. *International Business and Management*, 2 (1), 157-169.
- Gomez, R., Balkin, D., & Cardy, R. (2015). *Managing human resources*, Pearson Education.
- Hussein, M. I. A., & Simba, D. F. (2017). Effect of employee motivation on organizational performance of Mogadishu al port in Somalia. *The Strategic Journal of Business & Change Management*, 4 (2), 89-97.
- Kalimullah, A. R., Yaghoubi, N. M., & Moloudi, J. (2010). Survey of relationship between organizational justice and empowerment. *European Journal of Economics, Finance and Administrative Sciences*, 24, 165-171.
- Levy, P. (2013). *Industrial/organizational psychology: Understanding the workplace*. Boston, MA: Houghton Mifflin.
- Locke, E. A., & Latham, G. P. (1990). *A theory of goal setting and task performance*. Englewood Cliffs, NJ: Prentice Hall.
- Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist*, 57 (9), 705–717.

- Locke, E. A., & Latham, G. P. (2006). New directions in goal-setting theory. *Association for Psychological Science*, 15 (5), 265-268.
- Lunenberg, F. C. (2011). Goal-setting theory of motivation. *International Journal of Management, Business and Administration*, 15 (1), 203-211.
- Manzoor, A. Q. (2014). Effect of employees' motivation on organizational effectiveness. *Business Management and Strategy*, 3 (1), 57-68.
- Mugenda, O. M. & Mugenda, A. G. (2003). *Research methods: Quantitative and qualitative approaches*. Nairobi: African Centre for Technology Studies.
- Muongbo, U. S. (2013). The impact of employee motivation on organizational performance (a study of some selected firms in Anambra state Nigeria). *The international journal of engineering and science*, 2 (7), 70-80.
- Newstrom, J. W. (2011). *Organizational Behavior: Human Behavior at Work*. New York, NY: McGraw-Hill/Irwin.
- Rastgoo, P. (2016). The relationship of talent management and organizational development with job motivation of employees. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, 64 (2), 653-662.
- Redmond, M. (2015). *Social exchange theory*, IOWA State University Digital Repository.
- Riggio, R. E. (2014). *A social skills model for understanding the foundations of leader communication*, Routledge/Psychology Press, New York.
- Sekeran, U. (2003). *Research method for business: A skill building approach* (4th ed.). John Wiley & Sons.
- Shadare, O. A. & Hammed, T. A. (2009). Influence of work motivation, leadership effectiveness and time management on employees' performance in some selected industries in Ibadan, Oyo State, Nigeria. *European Journal of Economics, Finance and Administrative Sciences*, 16, 7-17.
- Waiyaki, E. (2017). *Effect of Motivation on Employee Performance: A Case of Pam Golding Properties Limited, Nairobi* (Doctoral thesis, United States International University-Africa).