



THE IMPACT OF THE PYGMALION EFFECT ON STAFF MORALE AND PERFORMANCE IN MULTINATIONAL COMPANIES. A CASE STUDY OF SIERRA RUTILE LIMITED, SIERRA LEONE, WEST AFRICA.

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KeyWords

Career Development, Employee Engagement, Leadership, Motivation, Organisational Behaviour, Performance Management, Pygmalion Effect.

ABSTRACT

Employer expectations of employee performance have a direct impact on employee performance levels. This study is about the Pygmalion effect in improving employee performance levels and morale in multinational companies, focusing on Sierra Rutile Mining Company. There are many reasons that have put the managers of the company in constant distress and they were at a loss as to what measures should be taken to improve the performance level of the employees. Therefore, the study aims to shed light on the Pygmalion effect in the operations of the mining company. The study identifies the gap in the previous study by reviewing the previous literature on the subject. This means that there are factors that can improve the performance level of employees in the company. The study utilizes a qualitative research design in which interviews are utilized for the study, and this is done on the employees of the Sierra Rutile Mining Company. The findings revealed three main themes including the factors that can motivate employees, the impact of career development strategies on staff morale and performance and role of leaders in motivating the employees.

INTRODUCTION

1.1 Introduction

The "Pygmalion effect" refers to a situation in which an individual's expectations regarding the activities undertaken have an implication on the performance level that is targeted (Md-Yunus, Li, Mullins & Gong, 2017). For instance, in the case of low expectations, the performance level will decrease and vice versa. This principle is however contradicted in the case of positive coaching expectations that have, in some instances, lead to low performance of employees. It is widely assumed that in a work environment, "you get what you expect." however, this is not always true as evidenced by the "anti-Pygmalion-effect" illustration where members of staff were promoted to various positions of a director. Other than the expectations of their supervisors, some other influences underwrite the motivation of an employee to achieve better results at work.

Several studies on leadership and management have looked at the effect report lines or line managers on have their output of employees (De Boer, Bosker, & Van der Werf, 2010; Livingston, 2003; Urhahne, 2015). According to Mumford, Scott, Gaddis, & Strange (2002), workers' bosses, at all levels; adjust to persuasion and dominant approaches to stimulate their workers' abilities. The industrious organisation of creativity requires a civil environment that will trigger employees' readiness and enthusiasm in productivity improvement. They furthered that followers' development permits their utter participation in their capacitation process. In other for this approach to be beneficial and sustainable, the involvement of the sole beneficiaries must be critically considered to guarantee/solicit their availability, readiness and willingness for such improvement. Their inclusion and entire involvement will help their leaders to design and facilitate their development plan to achieve mutual benefit for all parties. This is the best practice/principle for adults' engagement; they know what they want and what is most suited for them that they desire to learn to improve their individual creativity.

Previous studies have clearly proved that having a positive expectation of others is significant in improving their performance. This has come to be named as the "self-fulfilling prophecy" which is informal environments called "Pygmalion effect", a name adapted from George Bernard Shaw's play.

The objective of this investigation will be on the effect of the Pygmalion effect on the morale of members of staff at the Sierra Rutile Mining Company.

1.2 Statement of Problem

Several explanations have been put forward to explain why managers in an organization are always under pressure. Managers are expected to work with minimal resources including capital, labourers and other operational resources. Human resources, however, has been a concept that has greatly surprised and roused the interest of managers leaving them with various questions including:

- What makes other employees' performance better than others?
- Why are some staff more contented at work than others?
- What can be done so that most employees are satisfied with their workstations?

These questions are not easy to answer but managers are charged with the duty of running the daily operations of the organization. In a real sense, how well-motivated an employee is, is a key determinant to their happiness and output at work.

1.3 The rationale of the Study

"The Impact of Pygmalion effect on Staff Morale and Performance in Multinational Companies: A Case Study of Sierra Rutile Limited, Sierra Leone, West Africa" the Researchers see the occurrence a contributing aspect to employee output in their workplace. Various programs have been implemented to motivate employees for example training, salary increase and job profiling.

The current subject is of importance and relevance to discovering the current approach and make suggestion as what approached should be best to promote teamwork and foster productivity and happiness within the workforce. The researchers, believe that the employees do not open on many issues in relation to attitudes, skills and knowledge owing to the way they are treated or viewed by Supervisors. Therefore, the study is meant to provide a framework for the management, line managers, supervisors as well as subordinates on how the expectations impacts employee performance and consequently the general business objectives and goals of the organization, or establishing the successfulness of employee performance and morale. When these recommendations/findings are inculcated by all parties, it is sure to promote collaboration, client-oriented approach that will contribute to the maintenance of high employee morale and productivity.

Sierra Leoneans who have an interest in management would as well yield from the results by understanding the impact of Pygmalion on helping them change their management style for their employees.

1.4 Research Objectives & Research Questions

The foremost purpose of this project is to determine reasons for fulfilment and unhappiness. Further, the study will aim:

- To examine the model of self-fulfilling prophecy that operates between superiors and subordinates at the Sierra Rutile Limited.
- To find out the level of Pygmalion effects that is practised or exercised in a cordial and conducive environment (otherwise known as the democratic set up) and helps an organization perform well.
- To offer suitable recommendations to help better the application of the Pygmalion effect in management.

The underlined main research inquiries to facilitate this investigation is:

1. Which element should be in place for people to be motivated at work?
 - a. Does motivation increase performance at work
 - b. How does motivation affect work performance?

LITERATURE REVIEW

2.1 The Pygmalion Effect

The name Pygmalion effect was derived from Roman mythology. Pygmalion, referred to as the sculptor of Cyprus, resolved to not marrying due to his hatred to women. However, he sculpted a statue of a beautiful woman and he was enthralled by her beauty. His expectation of the maiden turned to be real, and, since then, different psychological studies have studied this Pygmalion effect.

Investigation on the Pygmalion effect in establishments have been ongoing. In a longitudinal study carried out on decision-making socialization at AT&T, Berlew and Hall (1966) established a significant association amongst the degree of performance that the organization has earlier expected of new employees and appraisal of their contribution to the organization in years to come. Kirkpatrick (2006) looked at how employee performance can be improved through appraisal and coaching in a cordial and well-documented manner between Managers and their Supervisees. Likewise, Cameron and Cook (2013), also established a link between manager expectation and employee performance.

The Pygmalion Principles

Though agreeing on one definition is hard, a flexible description of the Pygmalion principle that is inclusive entails assuming a person's age, race, gender, ethnicity, skill, education, social status, history or knowledge that results to professional or personal expectations of the individual. Certainly, expectations could be low or high, but whether baseless or not, this expectation can result in considerable behaviour transformation. Take some real-life cases, the first being expectations that arose from unstable market conditions. Media carried rumours in May 2011 that America was going to face a short of bullets on the market. This rumour resulted in a hike of 5-9 % on bullet prices. The impact has disclosed the anxiety of gun owners as they filled stores in large numbers to buy ammunition for their guns. Still, the principle has some truth: expectations result in change of conduct, while predictions can directly or indirectly turn themselves to be true.

Expectations and Self-Fulfilling Prophecy

When people interact with one another, they have expectations to fulfil. With the individual's expectations, it provides guidance on the nature of the interactive behaviour to be undertaken. Rothbart & Park (1986) pointed out that the opportunities available to the individuals provided an impression that prevents their superiors from discrediting their efforts. Also, Synder & Swann (1978) study noted that it is important for individuals to create opportunities in supporting their expectations. As such, the behaviour that is developed is on conveying signals in an attempt to understand the prevailing expectations and realizing the desired outcomes.

The prevailing interpersonal conditions and signals influence the expectation of people. As such, there should be "matched reactions" (Glock, & Krolak, 2013, Rowold, 2008). For "matched reaction", it provides that perceived preliminary imprint towards influencing perception of individuals. The real behaviour of such individuals is affected by social interaction as provided in the self-fulfilling hypothesis provided by Jones (1986). Various studies have provided support for Effect for Leadership Development on Employee Performance (Qaisar, 2009). Further studies on "Teacher differences as moderators of expectancy effects" (Rubie-Davies, 2015), Classroom interaction and perceptions of student, (Rubie-Davies, 2010) and "Early teacher expectations disproportionately affect poor children" (2013) all alluding to the effect of once behaviour and actions on the performance of individuals.

Self-Efficacy and the Deviation Amplifying Loop

Bandura (1997) asserts that with self-efficacy, an individual's belief towards their capabilities in performing different tasks that are required in achieving certain performance levels. Also, self-efficacy can be affected where there is a reported social persuasion – be it verbal or non-verbal. As such, Nixon, Luft & Ross (2017) supports the role of self-efficacy in improving the performance levels. "The conviction that one can successfully execute the behaviour required" (Bandura, 1977, p. 193) proves that self-efficacy helps an individual to improve performance. On the same note, the achievement of the individual's performance affects their self-reliance (Bandura, 1997). In another development, research have substantiated selective scores of both students and staff (Brien et al., 1994; Mahoney et al., 1995). Respectively, in those investigations, self-efficacy grades for respected students on the foundation of self-reported steadiness of condom use proved correlative. The flipside of these studies is that not much consideration has been given to predictive and construct evidence. A linked concern is that efforts to assess self-efficacy trials have been partial by validation approaches that employ single assessment strategy. Such researches are unable to establish that observed correlations do not result primarily from shared method variance.

Motivation and Attribution

Multiple factors moderate the spiral in efficacy-performance including motivation. The expectancy levels of the individual is affected by self-efficacy, and where one records high self-efficacy results, it will translate to the expectancy levels being high; and this is true with low self-efficacy. In researching on this claim, Triana, Trzebiatowski & Byun (2017) study showed that the effort of an individual is directly related to high performance where other things are kept constant. As such, when one invests extensively on the activities or

tasks that they do, there is the possibility of expecting high performance levels (Eden, 1992). However, performance-self-efficacy link cannot be deemed to be immediate. This is facilitated by the process of ascription, a course of reasoning through which individuals presume the cause of their behaviours. Also, when underperformance are caused by unchanging conditions; it also tells on self-efficacy and personal hopes for staff capability (Triana, Trzebiatowski & Byun, 2017). In conclusion, the underlying theoretical perspective explaining the functioning of the Pygmalion effect is the desire for a total satisfaction for all parties thereby satisfying the personal desires and the expected productivity

The Subordinates' influence over the Supervisor

Social persuasion provides a person with a chance to see individual ability or performance through another's viewpoint. Initial resistance to the changes in behaviour and regulations is influenced by self-expectations as majority of people understand that the outside sources cannot influence their behaviour. This resistance cannot be lessened with persuasion from the people within the surrounding. Superiors therefore make use of scolding techniques to avail their optimism to their juniors; the present behaviour start off an undivided exercise of the Pygmalion effect (Ruark, 2017). This victory is perceived as subordinates have credence on activities and opinions of the leadership. With the support from the management, they can increase their performance levels. The training that the supervisors receive, and their knowledge base is superior to that of subordinates. Although the subordinates might hardworking and provides the necessary support, they lack the macro view of the organization that characterizes the top management. Subordinates might be hardworking though and yet does not understand the strategic direction of the organisation (Malik, Singh & Chan, 2017).

With these factors, the subordinate's opinions might not be treated with high credibility as that of the supervisor as they are perceived to be less knowledgeable on the macro factors affecting the organization. As such, the subordinate's influences on the operations of the organizations are affected by external factors, and they have to link with the supervisor to accept their views and opinions (Malik, Singh & Chan, 2017). Where there is a discrepancy in the information that is relayed by the subordinate, the credibility of such source can influence the decision with those that are less credible being rejected. Various results to observation hinges to a great extent on ones' own dignity (Ilgen et al., 1979). People with integrity, looks at bias assessment as slightly credible than objective judgment. Correspondingly, people with pride, have low approachability level to bias judgement (Laydon & Ickes, 1977). Juxtaposing this to junior staff, the superintendent in his work life must have faced increased unique achievements and inspiring feedback. It is therefore believed that employees with entrusted managerial responsibilities are to be expected to display high standard of integrity. Timmermans et al. (2016) uncovered the truism that objective result or criticism is defensible; nevertheless, undesirable comment is acceptable when it comes from a credible root.

The Supervisor's Self-Efficacy → Performance

Conciliatory proceedings apart from those with inspirations, complicates those with presumed productive connection with one's ability dressed for success (Lasagabaster, 2017). For instance, accomplishment approaches could be unproductive when unrealistic or meant to project self-image. Bandura (1997) points out that the risks and difficulties in accomplishing certain tasks are influenced by over-confidence level. This implies that the relevant information cannot be fully searched, and importance should be placed on reducing complacency and increasing the attention in performing a given task (Lindsley et al., 1995). As such, over-confidence results to high self-efficacy and this can lead to decreased performance. This is explained in the downward Pygmalion effect where high self-efficacy caused by over-confidence causes decline in the performance (Hsu & Chen, 2017).

Leary & Kowalski (1990, p. 34) defines the control on feelings as "*the process by which individuals attempt to control the impressions that others form of them*". Leary & Kowalski pointed out that the behaviour of most people is affected by the surrounding individuals, and they tend to please the society. In this case, supervisors can easily manipulate the individuals by ensuring that they conform to the regulations provided that meets their needs (Tsui & Ashford, 1994). The management is concerned with determining the valve that is expected in providing and implementing the selected strategy. As provided by Tsui et al. (1995), bosses infuse extra time in the operations of the company directly with their superiors based on discrepancies in the expectations. It is common for line manager to dodge their juniors to maintain peaceful cohesion when their performance does not meet their expectations. This is so because their junior staff are time and again given less attention since they do not determine actions against their bosses (Termes, 2017). That said though, it is implausible that the junior staff output would not have any repercussions on the direct line.

Correlating with these needs, according to Elera (1992), there are other forms of collective reinforcers such as "emotional support, tangible or instrumental support, appraisal support or approval support and information support" that enhance these needs. Amidst all of these, "emotional support" is considered as a major form of support (House, 1981). So many investigations have corroborated the certitude that supervisees are instrumental in the total accomplishments of their direct reports (Burke & Belcourt, 1974; Burke & Weir, 1980; Etzion, 1984; French & Caplan, 1972; Elera, 1992). Key among their roles in this accomplishment in the words of Elera (1992) of their direct lines are "emotional and approval support". Supervisees instrumental roles are not only limited to these. The overall leadership of the report line is chiefly hinged on the activities of their Supervisees. A collaboration in this direction upholds the usefulness of all and hence increases productivity. This synergy of both Supervisees and Supervisors upholding their contributions will lend credence to the level of confidence to perform their tasks. In this regard, report lines will bring into play a renewed strength into completion of jobs that are of standard and satisfying. Pygmalion effect is said to be settled when such jobs are of standard and satisfying in meeting the objective of that task.

The Supervisor's Achievement → the Supervisor's Self-Efficacy

According to Bandura (1997), "Enactive Mastery" takes the lion's share in personal motivation. Countless works on "Self-Efficacy" suggested that end results that are fulfilling or not, nourishes or erodes personal satisfaction beyond some other forms of social influence (Lynn et al, 2017, Walumbwa and Hartnell, 2010). When personal experiences are compatible, the external expectations of the individuals less affect their self-expectations (Li & Rubie-Davies, 2017; Lindsley et al., 1995). In a situation where the performance outcomes carry much weight as compared to the expectation effects, this will not have an implication on the self-efficacy of the individuals. In conclusion, the performance ramifications are said to be determined based on the type of relationships that exist between junior colleagues and their report lines which influence their productivity. All these have an adverse interplay at the workplace and hence influence staff morale and performance based on the leadership, culture and behavioural style in the organisation.

2.2 Leadership, Culture and Behaviour

Many of Leadership studies have examined the impact of Managers behaviour on junior employees. It is believed that the type of leadership in an organisation, has a corresponding effect on the behaviour and culture of the organisation (Harwiki, 2013, Sabir et al, 2011). Yanav & Punia (2014) also in their studies alluded to the effect of subordinates' leadership on organisational culture and behaviour. Jo and Joo (2011) evidenced in their studies that institutions principles learning has an encouraging connection with organisations culture and behaviour. Therefore, this study with its research question will be delving into the elements that should be in place to ensure that staff is motivated at work and hence increase their performance and impact their output positively as opined by Hakim (2015). Mumford, et al. (2002), opined that supervisors apply inspiration, professionalism and a variety of competencies and democratic approaches to encourage teamwork so as to achieve the overall objective of the organisation. The appropriate and effective framework will improve employees' capability to full exploit organizational productivity. Mumford, (2002) finding revealed that workers' accomplishments result from collaboration and inclusion made concerning productive of the employees regardless of their position in a motivating way. This implies that to ensure that employee embrace creativity culture, collaboration must be the norm and tradition at the workplace. Managers need also to support and encourage positive engagement and interactions. This interaction must be well planned and assertive to ensure that there is positive competition amongst employees to build industrious use of time. Therefore, the encouragement of the subordinates (junior employees) by their managers regarding their empowerment as well as productivity is necessitated through the positiveness of the level of their collaborative engagement when at their workplace. This is expected to be mainly facilitated through meaningful participation of the subordinate in their individual empowerment developments.

Charles Kurose (2013) in his article titled "Motivation, behaviour and performance in the workplace" he examined employee morale and attitudes at the workplace by applying "motivational theories" that captured relevance in every area of work, therefore, applying pragmatic work principles in the interaction of these values in the workplace environment concerning employee motivation and attitude to work therefore improved their skills, attitude and knowledge. The focus of inducement studies helps explain the compounded connections which happen between employees' inducement, behaviour and accomplishment at work. This understanding is critical for supervisors to enable them to organise their employees and work properly regarding task assignment to ensure that there is a productive engagement of employees and improve their productive time during work hours, thus adequately meeting work or organization objective. This as well implies an educational situation where educators or educational planners have the duty of ensuring that their students besides learning are successfully advancing in their educational endeavours.

Ford, et al. (2008) in their observation about resistance to change agrees with the idea that change should be gradual and therefore be based on several factors. More so, the change process can only be successful if it is inclusive to the level that it not results to any viewer of the irrational and differential notion that change is inconsistent among those benefiting from it. The focus of this article, therefore, is to close the breathing space that exist among Supervisors with their subordinates in terms of their expectation, confidence and the ability for them to perform their responsibilities to the required expectations.

RESEARCH METHODOLOGY

3.1 The Study Research Methodology

Creswell and Clark (2007, p. 130) believe that Quantitative methods demands for the use of numerical progressions to analyse and presents information or findings as reflected in the data. Critiques of quantitative methods propose though that numbers alone do not characterise the true reality of a situation. It is also argued that statistics rotates about a mathematical fundamental predisposition "mean, mode or median" and that the research technique attempts to label respondents additional limits (Gerdes & Conn, 2001). In quantitative research methodology, there is no inducement for the acknowledgement of extraordinary performance. Contrary to this, qualitative research methodology banks on the expressive account for statistics analysis (Berrios & Lucca, 2006). Gerdes and Conn (2001) stated in trying your project, research hypothesis could possibly result in trying an erroneous query. But they argued further "it is far better to have an approximate answer to the right question than to have an exact answer to the wrong question" Gerdes and Conn (2001, p. 184). Such assertion is displeasing to quantitative researchers, but what it does, is that it gives credence to the consideration and consequence of ensuring the right research questions to drive a quantitative research methodology. In conclusion, the above comparison has demonstrated that research questions are the premise that dictates research methodology to use in a study. In this regard, therefore, I see my research questions appealing to the use of a Quantitative approach for my study analysis because it gives credence to selective propositions and statistically examines the research phenomenon as against such hypotheses. Quantitative design is said to be impartial and usually encompasses getting together measurable information in the form of figures (Ary, Jacobs and

Razavieh 2002). This research technique is believed to be objective and hence ensure information collection in the form of figures (Ary, Jacobs and Razavieh 2002).

3.2 Sampling strategy, settings, and data collection procedures

The study setting for this research is on a mining company, Sierra Rutile Limited, situated in Sierra Leone, West Africa. The data that was collected based on the larger study of the Pygmalion effect on the staff morale and performance in the company and the findings were used to generalize on the other multinational companies. The target population being Sierra Rutile Limited employees is relevant for this study as the mining companies are faced with problems in addressing the employee's morale and performance levels. The study relies on a quantitative research design in which the focus is on providing an in-depth assessment of the research question. It is through this research strategy, gathering of facts are quantified, the trend and link in the respondents clearly defined (Kelley-Quon, 2018). The staff morale and their performance can be assessed by targeting the Sierra Rutile Limited employees. The research design that is utilized by the researchers as it provides insight into the research problem and enhances the flexibility in addressing the research aims, objectives, and research questions. Sampling strategy that will be used for this study is the random sampling strategy in which the selection of the respondents will be based on random selection from the employees within the organization. The research is based on primary data consisting of a sample of hundred and seventy personnel which includes hundred and fifty subordinates and twenty superiors from the Sierra Rutile Limited. It is expected that the data that the sample size of 170 personnel is a true representation of the whole company and other individuals in the mining company and other industries. With this in place, the data that is collected is influential in addressing the challenges that are faced by the employees within the developing economies. The data collection strategies that will be utilized are the primary data collection method. The study will conduct interviews on the 150 subordinates, and the survey that is undertaken will answer the research questions that are developed by the researchers. Also, in-depth interviews will be conducted on the twenty supervisors in the organization, and this will be instrumental in understanding their views regarding the Pygmalion effect on staff morale and performance. Primary data will be collected through one to one interview through questionnaire administration to staff members and managers. A one-on-one interview through collaborative tools like zoom, team, skype for business etc will be used to collect research information from staff members and managers. Semi-structured one-on-one interview questions will be used to allow flexibility between the researcher and the participant. The information collected will be influential in determining the credibility of the claims provided in the primary data collection strategies.

3.3 Validity and Reliability

This research study is based on authentic methods of conducting data analysis with the researchers focusing on the objectivity on information collected. With respect to validity, information gathered is on using reliable methods with an effective sample size, and the study could be replicated using different methods and it will yield the same results (Carsey & Harden, 2015). The research methods that are utilized in this study are essential in providing an in-depth understanding of the research problem being addressed; hence, the findings are reliable and influence the trends in the study findings (Dillman 2010).

RESULTS, ANALYSIS AND EVALUATION OF FINDINGS

4.1 Results

The overall drive to conducting this qualitative study is to understand the Pygmalion effect on improving the performance level and staff morale of the multinational companies in Sierra Leone; using Sierra Rutile Limited which is the oldest and the biggest mining company in the country as a case study. A total of one hundred and seventy respondents from Subordinate staff to Supervisors were selected to respond to the research questions developed by the researchers. This section talks on outcomes that emerged from the statistics gathered and analyzed considering objectives of answering such main research question: "What is the impact of the Pygmalion effect on staff morale and performance in multinational companies?" As the target population was on the staff of Sierra Rutile Limited, it was apparent that the employees interviewed had a good general idea about the factors influencing staff morale and their performance level in the organization and hence the findings will be discussed and analyzed in line with the academic literature. From the broad volume of data collected, the following categories emerged:

- *Factors that can motivate employees*
- *Impact of career development strategies on staff morale and performance*
- *Role of leaders in motivating the employees*

The first theme is related to factors which can motivate employees in Sierra Rutile Limited.

Some of the questions that were asked sought to determine the elements that should be in place for people to be motivated at work, and whether the employee feels motivated in the organization. The main elements that were derived from the data collected are *job security, monetary rewards, non-monetary rewards, and work-life balance*. The second theme that emerged from the data collected shed light on the role of career development on improving staff morale towards improving their performance levels. The main elements that were derived from this theme include *frequency of enrolling to higher education, strengthening the succession plan, and talent retention*. The third theme that was derived from the interview conducted discussed the role of leaders in motivating the employees, and the elements that emerged were: *active involvement of leader, equitable resource allocation, and developing consistent and achievable goals*. All the interviews conducted were based on the interview schedule prepared and this minimized bias that would have been reported when collecting such data.

a. Factors that can motivate employees

The first interview was conducted on the assistant human resource manager of Sierra Rutile Limited. According to him, one of the main motivating factors that the HR manager noted was the reward system that the organization employed. He claimed that Sierra Rutile Limited is always involved in providing its employees with monetary and non-monetary rewards, and this is critical in improving the satisfaction level of the employees. He claimed that Sierra Rutile Limited is always involved in providing its employees with monetary and non-monetary rewards, and this is critical in improving the satisfaction level of the employees. He emphasized that the company *has been successful in* the past decade or two solely due to the role that the employees play, and the way they motivate them. He categorically stated that there is no mining company in the country that rewards its employees more than Sierra Rutile Limited.

Apart from the HR manager, several other interviews were conducted, and it was difficult to provide the names of the interviewees. As such, collective data provided was necessary and this was combined based on the opinions of most of the respondents. One of the employees from the finance department stated that job security was a critical component when motivating employees and that Sierra Rutile Limited has done its best in providing permanent and pensionable jobs for the employees. The respondent claimed that issues related to job security can range from reducing the contractual and casual employments and focusing on permanent-basis employment. He claimed that the probation period should be reduced as it is easier to understand the skills and attributes of the employees within a short period and the termination of employees' employment term should be based on proper guidelines and it should be reviewed by an independent panel to ensure fairness.

The sales manager for Sierra Rutile Limited provided his opinion regarding the factors that can motivate the employees. In his opinion, he believed that the employees, preferably in his department, feel satisfied and motivated when they are provided with monetary rewards. He said when he wants his sales team to perform better during a given quarter, he will promise them monetary rewards on those members that exceed the target. He thinks that all the departments, and the Organisation as a whole, should incorporate monetary rewards quarterly, semi-annually or annually, and he believes that this will increase the staff morale and their performance level.

The assistant sales manager also provided her views on the motivating factors for the employees. She believed that the non-monetary rewards are instrumental in increasing the satisfaction level of the employees and this improves the performance of the employees. She stated that she considers the training of the employees and professional development to be the core of improving the competitiveness of the employees in the marketplace. Also, she believed that staff recognition is essential in improving staff morale, and she has always considered recognizing high performing employees during the staff meeting conducted.

In their department, they are always focused on monetary rewards as an essential element in achieving the high employee satisfaction level although they are also interested in non-monetary rewards where recognition of the employees can perform the same function as monetary rewards in motivating them. When the interviewer met with the assistant accountant of Sierra Rutile Limited, he was concerned about the work-life balance that characterizes the accounting department. He narrated the daily work life claiming that there was a limited time between the breaks, and sometimes he goes home feeling very exhausted. He claimed that some of the employees can't observe some of the weekends and holidays due to the strenuous nature of work that the accounting department employees face. When he was asked about what motivates him in the workplace, he adjusted his chair and after thinking a bit, he said work-life balance.

The figure below shows the percentage of participants who claimed that the job security, monetary rewards, non-monetary rewards, and work-life balance motivated the employees:

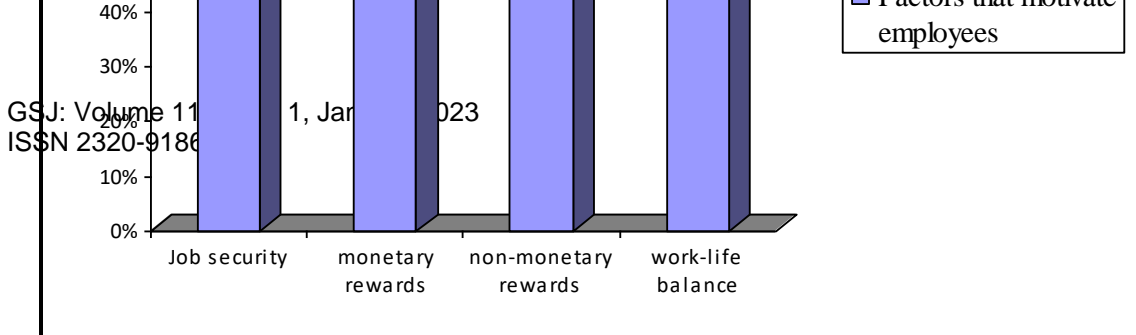


Figure 4.1: Factors that motivate employees. 'Source: The Authors'

b. Impact of career development strategies on staff morale and performance

The HR manager, who incidentally has more than 15 years' experience, believes that the career development of the employees is important in realizing the high-performance level.. He thinks that organizations should factor in the role played by the employees in increasing the productivity of the organization, and this should be aligned to the organizational goals and objectives. He believes that the frequency in which the employees are provided with support to further their education is integral in increasing their satisfaction level. He stated that by reviewing the education needs of the employees, the management can ascertain their needs, and this can be instrumental in achieving a competitive edge in the industry. In support of the HR manager's sentiments on the higher education for the employees, the finance manager indicated that retaining highly skilled staff should be based on the quality training that is offered to them. He claimed that the frequency of enrolling the employees to higher education should be improved, and this can be critical in realizing career growth and development towards motivating them. In providing an exhaustive response on higher education in improving the morale, the finance manager removed the book by David Bowles and Cary Cooper, "*Employee Morale: Driving Performance in Challenging Times*" written in 2009, said that by engaging with the employees and understanding their educational needs there is the possibility of formulating measures that will address their educational needs.

On a different note, the sales manager claimed that career development strategy should be employed in strengthening the succession plan. He was enthusiastic when he stated that Sierra Rutile Limited is concerned with improving the career growth of the employees, and this is through the effective succession plan that is implemented. It is difficult for the employees to feel contented and satisfied when there are no promotion plans that have been provided in the organization. He believed that his team had always been encouraged to work extra hard to be recognized and motivated in the organization. Currently, the organization has an effective promotional plan that ensures that employees scale the management ladder to the latter. Before promotion, the employees are trained and provided with the necessary support to enable them to live up to the desired tasks.

The assistant accountant believed talent retention is another element of career development, which can increase staff morale and performance level. When asked: *Do you feel motivated at work?* He was quick to answer that the talent management that is conducted at the departmental level has been influential in improving his satisfaction level, and this has increased his commitment to the organization. He supported the role of talent retention within the organization as the basis of motivating the employees. In his opinion, he said that where the employees are assured that they will be in the organization in the foreseeable future, they will improve their performance.

The figure below shows the percentage of participants who claimed that the frequency of enrolling to higher education, strengthening the succession plan, and talent retention impacted the staff morale and performances.

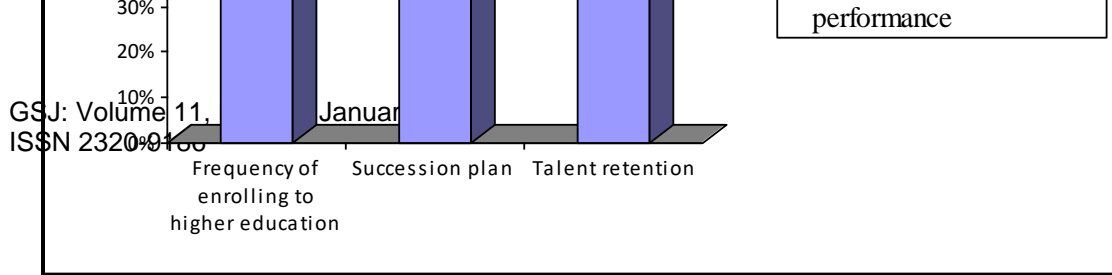


Figure 4.2: Impact of career development strategies on staff morale and performance. ‘Source: The Authors’

c. Role of leaders in motivating the employees

The employees were asked on the role of leaders in motivating them, and it was evident that leaders played a distinct role in improving staff morale and performance. The average response for those interviewed was taken in this analysis, and one of the dominating aspects was the active involvement of a leader in motivating the employees. In the accounting department, they have undertaken measures in ensuring that there is no restriction in meeting their Superiors. They understand that where the employees share their views regarding the issues impacting them, can help top management to easily address those concerns.

The sales manager thinks that the equitable distribution of resources and allocation can be instrumental in motivating the employees; a task that the organizational leader should undertake. In his opinion, he pointed out that some of the departments are favorable, and they are perceived to be the driving force for the company’s success. He pointed out that the sales department is always prioritized in any organization as it is directly linked with the generation of the revenue outlay. He said the leadership role in every organization is diverse but thinks makes sense to examine the equitable distribution of personnel within the department. Sales department requires equal distribution facilities that will improve their productivity, and this is critical for every sales department or leadership to distribute such resources equally.

The human resource managers’ response regarding the role of leaders in motivating the employees was interesting as he was able to influence the trends in operations within the organization. He claimed that leaders are involved in developing consistent and achievable goals, and this motivates the employees. He thinks that the leaders should understand that employees should be provided with consistent goals in which they understand that trend where they can improve towards enhancing productivity. Based on this, it was evident that the HR manager was interested in dealing with the employees’ issues, and this is essential in motivating them. As a human resources department, importance should be on developing consistent and achievable goals. For instance, review of the attainable goals in each department and provide them with a suggestion on the best way in which they can formulate their departmental goals. It is believed that employees have always appreciated goals and objectives that are achievable, and this motivates the employees.

In summary, findings from the data collected imply a good level of awareness on the impact of the Pygmalion effect on staff morale and performance in Sierra Rutile Limited. This is regardless of whether the employee is in the management position or subordinate staff. Furthermore, it offers knowledgebase manifestations of the leadership in understanding factors that can motivate the employees and increase their performance levels. Some of the employees highlighted the key factors that motivated employees and common answers amongst the employees on this issue were *job security, monetary rewards, non-monetary rewards, and work-life balance*. Besides, the common answers regarding the impact of career development strategies on staff morale and performance that were highlighted were on three strategies including *frequency of enrolling to higher education, strengthening the succession plan, and talent retention*. Finally, the interview conducted aimed at explaining the role of leaders in motivating the employees, and the common answers provided include *active involvement of leader, equitable resource allocation, and developing consistent and achievable goals*.

The figure below shows the percentage of participants who claimed that the *active involvement of leader, equitable resource allocation, and developing consistent and achievable goals* as the role of leaders in motivating employees:

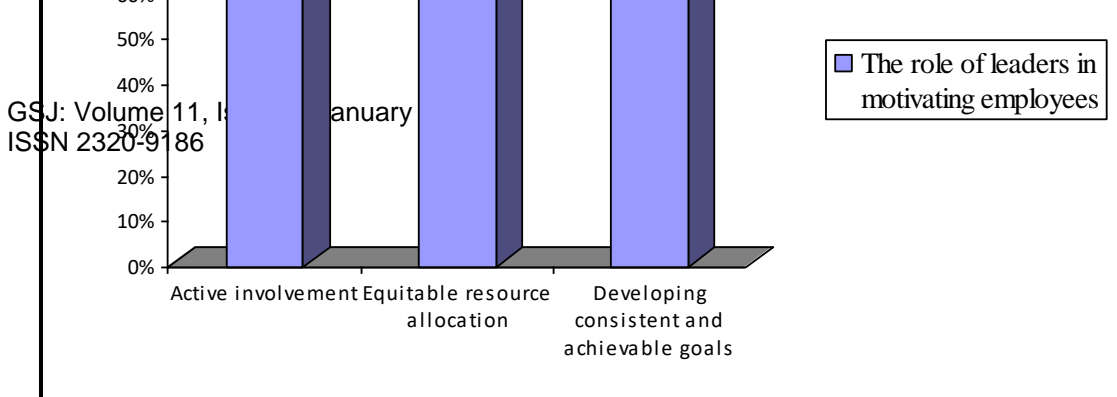


Figure 4.3: The role of leaders in motivating employees. 'Source: The Authors'

4.2 Analysis

The findings of this study outlined the main themes that explain the Pygmalion effect on improving the performance level and staff morale of the multinational companies. From the findings, it is evident that the factors that can motivate the employees to improve their performance levels are diverse. Job security is an important aspect when dealing with improving the satisfaction level of the employees. With job security, employees are assured of stable income especially with the volatility in the economic conditions and the recession reported in the global sector.

The findings show that employees appreciate the role played by the reward system that is inclusive of both the monetary and non-monetary reward. The findings support the study conducted by Termes (2017) outlining the employees tend to appreciate monetary rewards, but the organization's success is also important in including the non-monetary rewards. Also, the study supports the notion that the employers should employ individuals that possess the necessary skills and attributes in meeting the organizational goals and objectives. Employment should be based on a short probationary period, and this will motivate the employees. It is evident that the employment terms should be reviewed annually within the training of the employees and in his opinion, this will inform the employees on what is required of them, and they will feel to be part of the organization.

The study findings support the Malik, Singh & Chan (2017) study outlining that monetary rewards such as bonuses and salary increment are essential in motivating the employees. In this study, it is evident that the employees' pay raise is critical in motivating the employees, and the pay raise serves as a major factor in soliciting staff loyalty and commitment in company's operations. The bonuses that are offered to the employees are essential in improving the satisfaction of employees. Regardless of the education background that one possesses, professional development opportunities should be offered to the staff and this will help them to improve their morale and productivity in the long run. Offering the employees with the flexible working hours after they meet their targets is critical in boosting their morale and increasing their performance level.

The study findings also showed that work-life balance is an important attribute in motivating employees. According to Inamori & Analoui (2016), modern organizations are concerned with increasing the productivity level, and the management is concerned with maximizing the input of the employees in maximizing profitability level. Work-life balance is essential in motivating the employees as the intention of the employees in performing the work is on meeting their individual and organizational goals. Therefore, importance should be given in addressing issues of work-life balance that will ensure employees increase their performance level and achieving high productivity in the organization.

On a different note, the study findings supported the role of the organization in realizing career development. The study supported the previous findings supported by Nixon, Luft & Ross (2017) indicating that the organizations should support their employees, both financially and time allocation in pursuing further studies. Employee loyalty is achieved where the employees realize that the organization is interested in supporting the career growth strategies. However, training the employees cannot assure the management that the employees will be loyal per se as other factors can influence the decision of the employees to change job. Also, the study findings revealed that the nature in which the employees scale the promotional ladder influences their satisfaction level, and this is instrumental in achieving the satisfaction level of the employees. A succession plan for the different positions within the organization is a motivating factor for the employees, and the promotion of the employees is based on merit and academic qualification. The training and development that is conducted on the employees should be based on improving their skills and talents, and this is essential in realizing competitiveness in the industry. Talent retention provides an opportunity for the company to reduce the costs associated with attracting new talents.

The study findings indicated that leaders played a critical role in motivating the employees and achieving high performance level of the companies. The employees are interested in leaders that address their challenges rather than the ones that are involved in providing just directives on the way the employees should conduct themselves. The active participation of leaders influences the way the information is shared, and this is instrumental in achieving competitiveness in the industry. However, Karakowsky, DeGama & McBey (2015) study notes that some of the employees are interested in leaders that understand employees and they participate in the daily operations of the organization. The participative leadership strategy is essential in ensuring that the employees are involved in daily decision-making and operations within the organization. Having a clear framework that encourages individuals to participate in the daily activities within the organization improves the productivity and satisfaction level of the employees.

4.3 Discussion of Findings

The study findings revealed that the factors which can motivate employees include job security, monetary rewards, non-monetary rewards, and work-life balance. This finding supports Termes (2017) study on the impact of subordinate's staff motivation of employees in increasing their performance level. The findings show that the monetary rewards are essential in motivating the employees, and most of the organizations, as noted by Ruark (2017), focus on providing the employees with bonuses and monetary benefits. It is evident that the employees should be rewarded in monetary terms for them to upgrade standards of the facilities offered, this contributed greatly in enhancing the satisfaction level of the employees. Also, non-monetary rewards are supported by Termes (2017) indicating that the success and growth of the organization are based on the ability of the organization to integrate these rewards in its operations. The study points out the role played by the top management in providing the employees with job security. Ruark (2017) claims that where employees are assured of continuity in working within the organization, they tend to increase their performance levels. With this in place, it is the duty of the organization to ensure that the operations of the company and the views of the management are improved.

The second theme that this study explored is on the impact of career development strategies on staff morale and performance. One notable factor associated with the career development strategy is on increasing the frequency of enrolling to higher education, and this encourages individuals to engage in improving the standard of facilities offered. The findings support the study by Triana, Trzebiatowski & Byun (2017) claiming that the employees should constantly improve their skills and knowledge by enrolling to higher education. However, the skills that are developed should be linked to the strategic goals of the organization. Over-qualification to the position being held can create disharmony amongst the employees, and this can result in problems with teamwork (Triana, Trzebiatowski & Byun, 2017). Also, organizations should have a distinct succession plan for the employees, and this should be critical when fostering career growth and development. Where the employees are assured that they will be given promotional opportunities, it implies that the morale of the employees will be boosted. The findings support Nixon, Luft & Ross (2017) study on the significance of talent retention as the basis of improving the quality of services offered by the employees. The level of competition has increased in the global economy, and most of the organizations are interested in retaining their talents. On-job training that is conducted on the employees should not be wasted, and the company needs to devise measures that will retain skilful and knowledgeable employees.

The third theme discussed in the findings the assignments which the leaders perform in motivating employees. The findings highlighted the significance of the active involvement of a leader in the daily activities of the organization. Such findings supported Malik, Singh & Chan (2017) study indicating that the employee outcomes can be improved where the role of leaders is on involving all the stakeholders in improving the resource allocation and distribution. Also, equitable resource allocation is also a factor when considering the improvement in the production capacity of the employees. The morale of the staff can be improved where the organization distributes resources to all the sectors, and this is instrumental in realizing a competitive edge in the industry. The role of the company is on training the employees and providing them with the necessary support in increasing their contribution to the organization. The study findings support the Karakowsky, DeGama & McBey (2015) indicating that the views of the subordinate staff on the leaders within the organization have been overlooked in the recent past. As such, makes sense for institutions to regulate the administrative strategy that will gel-well with the employees' requirements. The leaders are required to developed consistent and achievable goals and this is integral in retaining the skilled and knowledgeable employees within the organization. The production capacity of the employees is improved with the focus being mostly on responsibilities that leaders play in accomplishing the strategic desires in the long run.

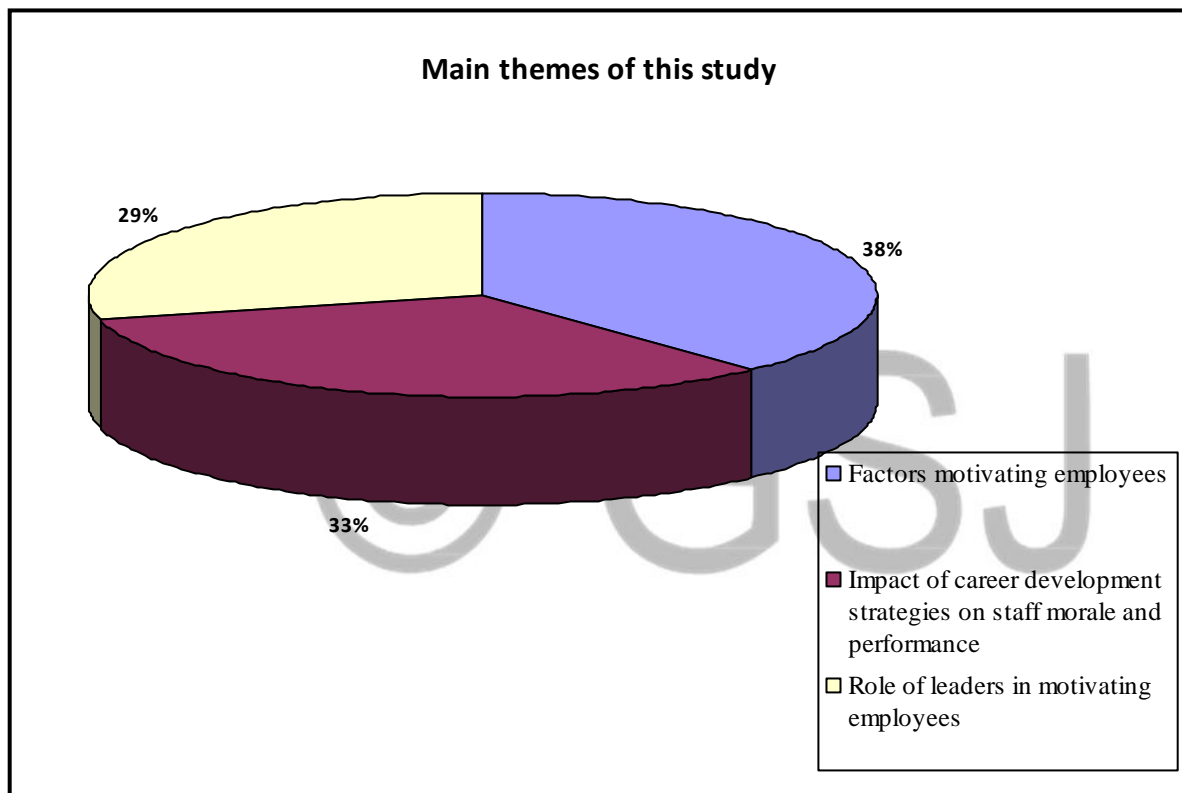
Interestingly, all these themes agree with the literature review conducted by the research for this study.

4.4 Evaluation of Findings

The study findings have investigated on the impact of the Pygmalion effect on staff morale and performance in multinational companies. In any differential treatment, it is evident that the supervisors are involved in instilling self-expectations to the employees, and it is the reason for undertaking this study. Increasing the productivity level of the organization is dependent on how the management integrates the policy framework that will improve their contribution to the organizational goal. The leadership expectations can either positively or negatively influence the followers' performance; for instance, where the target level is high, the employees can feel demotivated in achieving the strategic goals. The study findings have demonstrated the positive role that the leaders should undertake in meeting the needs of the clients.

There are some potential weaknesses in the current study. For instance, the sample size that is utilized comprised only the employees of the Sierra Rutile Limited, and this can result to bias in the study findings. In the future, the researchers should include different organization setups in determining Pygmalion effect on the performance levels of employees. Also, it is recommended that the interview should not be the only strategy for data collection, but the researchers should utilize the distribution of questionnaires or surveys to different employees within the sector. The study was mainly a qualitative research design and there was no quantitative data utilized. However, in the future, it will be important to use different study methodologies in improving the reliability of the study findings. Also, it is recommended that the interview should not be the only strategy for data collection, but the researchers should utilize the distribution of questionnaires or surveys to different employees within the sector. The study was mainly a qualitative research design and there was no quantitative data utilized. However, in the future, it will be important to use the two methodologies as a way of improving the reliability of the study findings. Finally, the study findings demonstrate the positive implications of the Pygmalion effect on the

employee's performance level and morale in the organization. These findings are essential for the management of different organizations as they understand the factors that can motivate employees, the impact of career development strategies on staff morale and performance, and role of leaders in motivating the employees as they are the major themes in this study as shown below:



'Source: The Authors'

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of the findings

From the study findings, the first theme is on the factors that can motivate the employees. The findings showed that the employees can be motivated where there is job security, rewards (monetary and non-monetary), and there is work-life balance. Where these three factors are met, the employees' morale will be boosted, and this will improve their performance levels. The second theme discussed is on the impact of career development strategies on staff morale and performance. The findings showed that employees need to improve their knowledge and skills by enrolling to higher education as this will improve their performance. On-job training is necessary in the organizations as this will retain the highly skilled and qualified staff, which will improve their performance levels. Thirdly, the findings showed that leaders played significant part in inspiring the employees. Active involvement of the leaders in the daily activities can necessitate distribution of resources and improvement in the employees' performances. With these findings, it demonstrated the role of Pygmalion effect towards improving the performance levels of the employees.

5.2 Conclusion

In conclusion, the intention of this research was on providing an insight into the Pygmalion effect on improving the performance

level and staff morale of the multinational companies. It is interesting to note that the organizations appreciate employees that are highly motivated as this boosts their morale towards increasing the production capacity of the organization. As provided in Kurose (2013), employees are motivated by increasing their monetary benefits, and most of the organizations understand this important aspect of increasing the performance levels of their employees. Apart from monetary benefits, non-monetary benefits such as giving the employees paid vacation when they exceed their targets shows that the employers are concerned with employees' welfare. Job security issues are also important in boosting the morale of the employees. Employees are interested in organizations that focus on work-life balance, and this ensures that they will meet their personal or family goals while working in organizations. From this study, it is evident that career development strategies contribute immensely in improving staff morale and performance. The findings support the views of Malik, Singh & Chan (2017) highlighting the importance of career development where the employees are interested in organizations that provide them with support in their career development initiatives, and this should be the basis of maximizing the interest of the employees in the organization. Leadership should be observed as a critical component in retaining skilled employees. According to Karakowsky, DeGama & McBey (2015), participative leadership style ensures that the leaders are actively involved in the activities of the employees including setting achievable goals and objectives, and this can increase the performance level of the employees.

Based on this conclusion, the management will benefit from understanding the measures to be taken in improving the performance levels of the employees. One such way is by motivating the employees by offering them with monetary and non-monetary rewards. The incentives that are offered to the employees can increase their productivity levels, and it can retain the highly-skilled employees. Also, the management can assure the employees of their job security, and this will increase the satisfaction level of the employees. As such, consideration of the management is on reviewing these three themes and ascertains the best ones that can be integrated to the organization in realizing success.

5.3 Recommendations

From this study, some limitations were of concern to the researchers including the scope of the study. Considering that only interviews were used in this study, there is the possibility that the reliability and credibility of the outcomes might have been affected. Also, the time allocated in completing this study was limited. However, the following recommendations are provided for the Sierra Rutile Limited:

- Training of employees should be conducted at least once per year, and this improves the performance level of the employees within the organization. On-job training should be conducted in minimizing production loss. Nixon, Luft & Ross (2017) study indicates that highly skilled employees can be retained where they are well-equipped and trained.
- Participative leadership should be encouraged within the departmental and the whole organization, and this encourages employees to increase their productivity by sharing with the management on the issues faced. Karakowsky, DeGama & McBey (2015) study supports the role of communication and interaction with the leader in improving performance levels of the employees.
- Job security and reward system of the employees should be based on the target that they have achieved. With this in place, the employees will understand their roles in the organisation, and they will know when the organization will reward them. Kurose (2013) study points out that employees are interested in reward system that meets their career needs and improve the effectiveness of the operations in the long run.
- Succession planning to be conducted for if not all but management positions occupied by expatriate staff to have competent Sierra Leoneans understudy, coached and trained to take over those expatriates within a period of two to three years.

5.4 Limitations and Future Research

One major limitations affecting the outcome of this investigation had to do with technique of information gathering. As the main data collection was using one-on-one interviews, the COVID-19 pandemic affected the close contacts with the respondents, and using social media collaborative tools was the only alternative available. However, with limited time in conducted pilot data collection, the efficacy of this method was in doubt. Also, the outcome of the findings of this study can be biased or unreliable due to responses being misunderstood as a result of poor internet connectivity.

Further research is needed towards substantiating the working conditions that can improve the creativity of the employees towards enhancing the performance levels. Our study focused on the Pygmalion effect on improving the performance level and staff morale of the multinational companies with the aim being on the leadership role. Other employees or staff can be the source of improved performances. As such, further studies should be conducted on linking the role of other staff in improving their performance levels.

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