

Factors Influencing Employee Motivation On Employee Performance: A Case Of National Pension Scheme Authority (NAPSA)

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Abstract:

Motivated workers often show more commitment towards their work and this often translates to higher personal performance and consequently improved organizational performance. It is obvious that motivation is one of the main factors that determine the work performance of employees and highly motivated employees are crucial to an organization's success. This study investigated the factors influencing employee motivation and its impact on employee performance at the National Pension Scheme Authority (NAPSA). Utilizing Herzberg's Two-Factor Theory, Expectancy Motivation Theory, and other motivation-related frameworks, the research examined both intrinsic and extrinsic motivational factors. A descriptive, cross-sectional quantitative design was employed, and data was collected from 137 employees using structured questionnaires. Stratified random sampling was applied to ensure representation across different departments and job levels. Descriptive analysis was used to determine the proportions and frequency of the variables and the Correlation test was used to draw inferences about the population from the sample. Statistical Package for Social Scientists (SPSS) version 21 was used to facilitate the data analysis and the results were presented in form of tables and graphs. The findings revealed that extrinsic factors such as job enrichment, effective leadership, and information dissemination significantly influence employee motivation, while intrinsic factors like recognition, skill variety, and meaningful work have a strong positive impact on motivation and job satisfaction. The study demonstrated a substantial correlation between motivation and performance, with intrinsic motivation showing a stronger influence ($r = 0.671$, $p < 0.01$) compared to extrinsic motivation ($r = 0.527$, $p < 0.01$). Regression analysis further confirms that motivation accounts for 82% of the variance in employee performance ($R^2 = 0.820$). Key outcomes include the identification of strategies for enhancing employee engagement, reducing turnover, and improving productivity. The findings underscore the importance of fostering both intrinsic and extrinsic motivators to achieve organizational success. This study contributes to the literature on public sector employee motivation in Zambia and provides actionable recommendations for improving human resource management practices at NAPSA. Recommendations for future research include exploring generational and cultural influences on motivation and conducting longitudinal studies to understand motivation trends over time.

Key Word: Employee motivation, performance, National Pension Scheme Authority, Lusaka, Zambia.

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I. Introduction

Employee motivation is a critical factor influencing organizational success, as motivated employees are more likely to perform effectively and contribute to organizational goals (Deci & Ryan, 2000). In the context of the National Pension Scheme Authority (NAPSA), understanding the factors influencing employee motivation is essential for optimizing performance and service delivery. Employee performance is often directly linked to motivation, with studies suggesting that intrinsic and extrinsic motivators play significant roles (Herzberg, 1966; Armstrong, 2006). This research will investigate how various motivational factors, such as remuneration, recognition, job satisfaction, and working conditions, affect employee performance within NAPSA.

Employee motivation can be understood through theories such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, which emphasize the importance of both psychological and environmental factors in influencing employee behaviour (Maslow, 1943; Herzberg, 1966). In the context of NAPSA, a public-sector institution tasked with managing pensions, it is essential to explore how these factors manifest and impact employee commitment, efficiency, and overall organizational productivity. Analysing these factors will provide valuable insights for NAPSA to implement strategies that enhance employee motivation and, consequently, performance.

Statement of the problem

The performance of employees is a critical factor in the success and efficiency of any organization. In public sector institutions like the National Pension Scheme Authority (NAPSA), employee performance directly

affects the quality of services delivered to the public. Despite the crucial role NAPSA plays in managing pensions for Zambian workers, there have been concerns about its service delivery, with reports of delays in processing pensions, inefficiencies, and a general decline in employee productivity. These issues raise questions about the motivation of employees within the organization.

Studies have shown that employee motivation significantly impacts performance, yet NAPSA faces unique challenges due to its public sector context. Factors such as limited financial rewards, bureaucratic systems, lack of career advancement opportunities, and inadequate recognition may contribute to employee demotivation, ultimately affecting their performance. While NAPSA has made strides to improve some aspects of its operations, there remains a gap in understanding how motivation affects employee performance within the organization.

Therefore, this study addressed the problem of declining employee performance by exploring the factors influencing motivation at NAPSA. Understanding these factors is essential for developing effective strategies to improve employee engagement, productivity, and service delivery. Without addressing these motivational challenges, NAPSA risks continued inefficiencies, which could undermine its mandate of providing timely and reliable pension services to the public.

II. Material And Methods

This study was carried out on employees across departments at NAPSA head office in Lusaka, Zambia from September 2024 to September, 2025. A total of 150 adult participants, both male and female, aged 18 years and above took part in the study.

Study design: Descriptive cross-sectional quantitative design

Study location: This academic study took place at NAPSA headquarters in Lusaka, Zambia, a public sector institution tasked with managing pensions. This site is essential for examining public-sector employee motivation, which is crucial for effective service delivery (Browne, 2018).

Study population: 500 employees

Sample size: 150 employees

Sample size calculation: The sample size was calculated using Yamane's (1967) formula, which remains relevant for large population studies:

$$n = \frac{N}{1 + N(e)^2}$$

where: n = sample

N = Population size

e = Margin of error (5%)

Procedure methodology

The study involved carrying out an employee motivation and performance case study review (baseline assessment) at NAPSA head office study site in Lusaka. A literature review investigation into available information and solutions to employee motivation and performance was then conducted and appropriate measures recommended for implementation. After written informed consent was obtained, a tailor made structured questionnaire was used to collect data, focusing on intrinsic and extrinsic factors (Hair et al., 2019). The questionnaire was divided into four sections: The first part was designed to analyze demographic data, which focused on collecting the respondent's personality characteristics deemed to contribute to the factors that influence employee motivation and how it impacts on the employee performance. The second part looked at extrinsic factors that influence the level of employee motivation at NAPSA headquarters in Lusaka Zambia. The third part of the questionnaire looked at the intrinsic factors that influence the level of employee job satisfaction at NAPSA headquarters in Lusaka Zambia. The fourth part of the questionnaire assessed the impact of employee motivation on performance at NAPSA headquarters in Lusaka Zambia.

Statistical analysis

Descriptive analysis was used to determine the proportions and frequency of the variables. Correlation test was used to draw inferences about the population from the sample and Statistical Package for Social Scientists (SPSS) version 21 was used to facilitate the data analysis. The results were presented in form of tables and graphs.

Inclusion Criteria

Permanent employees who have worked at NAPSA for at least one year.

Exclusion Criteria

1. Temporary and contract employees.
2. Employees who were unavailable during the data collection period

Validity and Reliability

A pilot study was conducted at a different NAPSA branch to test the validity and reliability of the questionnaires. The results of the pilot study were not included in the final report. The Cronbach Alpha method of internal consistency was also used to compute the reliability of the measures of the variables of the study using the various questionnaire items administered to respondents. Cronbach's alpha of above 0.7 implied that the instruments were sufficiently reliable for the measurement.

Ethical Considerations

Having been approved by UNZABREC, the study was conducted with a commitment to integrity, confidentiality, an avoidance of biases or conflicts of interest, honesty, and transparency. This enabled the findings to accurately reflect the data, contributing to reliable understanding of factors influencing employee motivation on employee performance in the Zambian public sector. The ethical principles upheld the study's credibility and safeguarded the rights of the organization and participants throughout the research process.

III. Result

Extrinsic factors that influence employee motivation

The study identified job enrichment, organizational information management, and effective dissemination of information as the most significant extrinsic factors influencing employee motivation. These findings align with Herzberg's Two-Factor Theory (Herzberg, 1966), which states that factors like work conditions, organizational policies, and job enrichment are crucial for preventing dissatisfaction and motivating employees. Whittaker (2008) further supports this by highlighting how job enrichment broadens the scope of skills and responsibilities, leading to increased efficiency and job satisfaction.

Table 1: shows the correlation of extrinsic factors and employee motivation

Extrinsic Factors	1	2	3	4	5	6	7	8	9	10
Employee motivation	1									
Monetary compensation/salary	0.314*	1								
The style of leadership	0.245**	.442**	1							
Job enrichment	0.765**	.246**	.542**	1						
Effectiveness of information	0.254**	.255**	.398*	.447**	1					
Quality of working environment	0.528**	1.54	.264**	.855**	.255**	1				
Employee and management relationship	0.423**	.322**	.243*	.273	.287	.442**	1			
Promotion opportunities existence	0.342*	.456**	.421**	.284**	.344**	.294**	.546**	1		
Influence by co-workers	0.264	-.062	.043**	.291**	.440**	.282**	.213*	.543**	1	
Nature of job itself	0.355**	.155	.123	-.003	.159	.311**	.687**	.414**	.133	1
**. Correlation is significant at the 0.01 level (2-tailed).										
*. Correlation is significant at the 0.05 level (2-tailed).										

The strong correlation between job enrichment and motivation, as seen in Table 1 above ($r = 0.765$, $p < 0.01$), is echoed by Hackman and Oldham's Job Characteristics Model (1976), which states that enriching jobs with autonomy and control leads to higher internal motivation and performance.

Intrinsic factors that influence employee motivation

Intrinsic factors such as recognition, skill variety, and work meaningfulness were found to significantly affect employee motivation. Training and development were identified as intrinsic motivators because they provide opportunities for growth, enhancing employees' knowledge and skills.

Table 2: Correlation between intrinsic factors and employee motivation

Intrinsic Factors	1	2	3	4	5	5	6	7	8	9	10
Employee motivation	1										
Recognition and appreciation	0.521**	1									
Skill variety	0.736**	0.253*	1								
Work meaningfulness	0.665**	0.145	0.789**	1							
Trust	0.756**	0.348**	0.549**	0.656**	1						
Feedback	0.690**	0.314*	0.465**	0.412**	0.556**	1					
Amount of responsibility within my job	0.322**	0.423**	0.308*	0.346*	0.459**	0.735**	1				

Fairness of treatment at the workplace	0.326**	0.578**	0.215	0.156	0.354*	0.311**	0.651**	1		
Training and development	0.564**	0.345**	0.460**	0.763**	0.965**	0.245**	0.464**	0.464**	1	
Job significance contribution	0.231	0.689**	0.327*	0.216	0.210*	0.247**	0.695**	0.883**	0.329**	1
Empowerment and employee autonomy	0.270*	0.199	0.357**	0.325**	0.150	0.156	0.415**	0.425*	0.264*	0.432**
**. Correlation is significant at the 0.01 level (2-tailed).										
*. Correlation is significant at the 0.05 level (2-tailed).										

Table 2 above shows the high correlation between trust and motivation ($r = 0.756$, $p < 0.01$) reflects Blau's Social Exchange Theory (1964), which posits that when employees trust their organization, they feel valued and are more motivated to reciprocate with higher levels of performance.

Correlation Analysis

Table 4: Correlation between Employee Performance and Employee Motivation

Variables	Extrinsic	Intrinsic	Performance
Extrinsic	1		
Intrinsic	0.648**	1	
Employee Performance	0.527**	0.671**	1
** Correlation is significant at the 0.01 level (2-tailed).			

Table 4 above shows correlation analysis between Employee performance, Extrinsic motivation, and Intrinsic motivation indicates that both types of motivation are significantly related to performance. Intrinsic motivation has a stronger positive correlation with employee performance ($r = 0.671$, $p < 0.01$) than extrinsic motivation ($r = 0.527$, $p < 0.01$). Additionally, there is a moderate positive correlation between extrinsic and intrinsic motivation ($r = 0.648$, $p < 0.01$), suggesting that both types of motivation are interconnected and contribute to overall performance, with intrinsic factors having a more substantial influence.

Regression Analysis

A summary of the regression analysis is shown in the tables below.

Table 5: The impact of employee motivation on performance.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.906 ^a	.820	.807	.344
a. Predictors: (Constant), Extrinsic motivation, Intrinsic motivation				

From the analysis in Table 5 above, the coefficient of determination (R^2) equals 0.820 that is; Extrinsic motivation, Intrinsic motivation, only explains .807 of the factors influencing employee motivation on employee performance. However, the null hypothesis is rejected if the p-value is below 0.05. The p-value is labelled as sig in SPSS.

Table 6: Anova on Extrinsic motivation, Intrinsic motivation and Employee performance

ANOVA ^b					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Extrinsic motivation	29.990	1	29.990	139.080	.000 ^a
Intrinsic motivation	.568	.032	.900	17.718	.000
Residual	15.957	136	.216		
Total	45.947	137			
a. Predictors: (Constant), Extrinsic motivation, Intrinsic motivation					
b. Dependent Variable: Employee performance					

The Anova in Table 6 above shows a significant value of which is less than 0.01, implying that the model is significant statistically. This therefore shows that the relationship between Extrinsic motivation, Intrinsic motivation and Employee performance is statistically significant.

Table 7: Coefficients on Extrinsic motivation, Intrinsic motivation and Employee performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.467	.143		3.274	.002
	Extrinsic motivation	.480	.041	.808	11.793	.000
	Intrinsic motivation	.568	.032	.900	17.718	.000
a. Dependent Variable: Employee performance						

This result in Table 7 above proves that there is a relationship between Extrinsic motivation and Employee performance. From the regression table, the regression equation $y = b_1x_1 + A$ where X is the independent variable and plotted along the x-axis. Y is the dependent variable and plotted along the y-axis, the slope of the line is b, and a is the intercept (the value of y when $x = 0$) and can be expressed as Employee performance = 0.480 (Extrinsic motivation) + 0.467 and Employee performance = 0.568 (Intrinsic motivation) + 0.467. This therefore shows that independent variables contribute positively towards change in the dependent variable.

From the above tables, it can be seen that the regression analysis validates the significant influence of both intrinsic and extrinsic motivation on employee performance, with intrinsic motivation ($\beta = 0.568$, $p < 0.01$) having a slightly stronger impact than extrinsic motivation ($\beta = 0.480$, $p < 0.01$). The model's high R^2 value of 0.820 indicates that 82% of the variance in employee performance can be explained by motivation, further emphasizing the critical role of motivation in driving organizational success.

IV. Discussion

Extrinsic Factors that Influence Employee Motivation

The study identified job enrichment, organizational information management, and effective dissemination of information as the most significant extrinsic factors influencing employee motivation. These findings align with Herzberg's Two-Factor Theory (Herzberg, 1966), which states that factors like work conditions, organizational policies, and job enrichment are crucial for preventing dissatisfaction and motivating employees. Similarly, Chintaloo and Mahadeo (2013) emphasized the role of the work environment in boosting motivation, explaining that employees who feel a sense of autonomy and responsibility over their tasks are more likely to be motivated and perform better. Whittaker (2008) further supports this by highlighting how job enrichment broadens the scope of skills and responsibilities, leading to increased efficiency and job satisfaction.

Organizational information management and the seamless dissemination of information are also critical. Chiang and Jang (2008) found that when employees have easy access to organizational information, it fosters a sense of belonging and teamwork, and reduces rumors, all of which build trust and enhance motivation. Effective leadership was another important extrinsic factor, as Rukhman (2010) points out, where good leadership motivates employees to act in alignment with organizational goals. The strong correlation between job enrichment and motivation, as seen in this study, is echoed by Hackman and Oldham's Job Characteristics Model (1976), which states that enriching jobs with autonomy and control leads to higher internal motivation and performance.

Intrinsic Factors that Influence Employee Motivation

Intrinsic factors such as recognition, skill variety, and work meaningfulness were found to significantly affect employee motivation. These results align with Deci and Ryan's Self-Determination Theory (1985), which posits that intrinsic motivators like autonomy, competence, and relatedness are crucial for fostering motivation and engagement. Kalimullah et al. (2010) also found that recognition enhances job satisfaction and motivation, as employees feel valued when their contributions are acknowledged.

The role of skill variety in motivation is consistent with Jackson (2011), who observed that employees feel more engaged and motivated when their work requires a range of skills, making the job more meaningful and satisfying. The study's findings on task significance, or how employees perceive the importance of their work, also align with Lunenburg and Ornstein (2008), who noted that when employees feel their work has a meaningful impact, they are more likely to be intrinsically motivated.

Training and development were identified as intrinsic motivators because they provide opportunities for growth, enhancing employees' knowledge and skills. This is supported by Abdullah and Djebavni (2011), who found that employees who are given opportunities for training are more motivated and marketable. This also ties into Maslow's Hierarchy of Needs (1943), where self-actualization, achieved through personal growth and development, is the highest level of motivation. The high correlation between trust and motivation reflects Blau's Social Exchange Theory (1964), which posits that when employees trust their organization, they feel valued and are more motivated to reciprocate with higher levels of performance.

Impact of Employee Motivation on Performance

The study found a strong relationship between employee motivation and performance, particularly in areas like absenteeism, productivity, and turnover. Anderson (2004) similarly found that job dissatisfaction leads to absenteeism, which negatively impacts organizational performance. Vlosky and Aguilar (2009) noted that absenteeism is costly for organizations as it reduces overall productivity. Moreover, the link between motivation and productivity is consistent with Wentzel and Wigfield (2009), who found that motivated employees are more productive, helping organizations achieve long-term success by reducing costs and improving efficiency.

Employee turnover, identified as another key outcome of low motivation, affects employees' sense of job security and loyalty to the organization. This finding aligns with Van and Adonisis (2008), who reported that high turnover rates lead to withdrawal behaviors and lower employee morale, which, in turn, reduces motivation. Kalimullah et al. (2010) similarly observed that when employees are motivated, they tend to perform at their full potential, leading to higher organizational performance. This is further supported by the study's strong correlation between intrinsic motivation and performance, reinforcing the idea that internal drivers such as personal satisfaction and a sense of purpose are critical for enhancing performance.

Correlation Analysis

The correlation analysis shows that intrinsic factors like trust, skill variety, and work meaningfulness have a stronger impact on motivation compared to extrinsic factors, which is supported by Herzberg's Two-Factor Theory (1966). This theory differentiates between intrinsic motivators (which lead to job satisfaction) and extrinsic motivators (which prevent dissatisfaction). The study's findings reflect this, with trust being the most significant intrinsic factor, aligning with Blau's Social Exchange Theory (1964), which highlights the importance of trust in fostering organizational commitment and motivation.

The positive correlation between extrinsic factors like job enrichment and working environment with motivation supports Hackman and Oldham's (2019) model, which suggests that job characteristics like autonomy and meaningful work enhance internal motivation. The weaker correlation of co-worker influence with motivation suggests that social factors are less important compared to intrinsic job characteristics.

Regression Analysis

The regression analysis also validates the significant influence of both intrinsic and extrinsic motivation on employee performance, with intrinsic motivation having a slightly stronger impact than extrinsic motivation. This finding is consistent with Herzberg's Theory and Deci and Ryan's Self-Determination Theory, which argue that intrinsic motivators, such as personal growth, job satisfaction, and recognition, have a greater effect on long-term performance. The model's high R^2 value of 0.820 indicates that 82% of the variance in employee performance can be explained by motivation, further emphasizing the critical role of motivation in driving organizational success.

V. Conclusion

Extrinsic Factors that Influence Employee Motivation

Employee motivation is significantly shaped by extrinsic factors, which are primarily environmental and emerge from the organization itself. These factors include job enrichment, organizational information management, effective dissemination of information, and leadership. The way an organization manages these elements directly impacts employee motivation levels. Furthermore, extrinsic factors not only influence motivation but also interact with intrinsic factors to shape employees' overall perception of their workplace. Consequently, organizations that strategically manage extrinsic factors can enhance motivation, thereby fostering better employee performance and organizational success.

Intrinsic Factors that Influence Employee Motivation

Intrinsic factors, which stem from the inherent nature of an employee's perception and feelings about their work, play a crucial role in determining motivation. These factors include recognition, skill variety, meaningfulness of work, and opportunities for growth through training and development. Since intrinsic motivation is closely tied to employees' personal fulfillment and sense of purpose, it influences their overall job satisfaction and mindset towards their roles. Therefore, organizations should prioritize creating an environment where employees feel appreciated and find their work meaningful, as this directly impacts their motivation and commitment.

Impact of Motivation on Employee Performance

Employee motivation has a profound effect on performance, influencing aspects such as productivity, absenteeism, and turnover rates. Understanding the factors that drive motivation allows organizations to implement targeted strategies to enhance employee engagement. Motivated employees tend to perform at their

best, contributing to increased efficiency and organizational success. Moreover, addressing both intrinsic and extrinsic motivators can lead to improved program performance, reduced costs, and higher revenues. Human resource departments can leverage these insights to make informed decisions and foster a motivated workforce, ultimately driving sustained organizational growth.

VI. Recommendations

It is worth noting that this study had first endeavored to understand the factors affecting the motivation of employees at NAPSA so that appropriate recommendations could be made on specific courses of action to management at NAPSA.

1. Enhance Extrinsic Motivation through Strategic Management Implementing

Job Enrichment Programs: Design roles that provide autonomy, responsibility, and opportunities for employees to use diverse skills. **Strengthening Organizational Communication:** Ensure effective dissemination of information to build trust and reduce rumors. Regular updates through meetings, newsletters, or portals can keep employees engaged and informed.

Improving Leadership Practices: Train managers and supervisors to adopt leadership styles that motivate employees, provide clear guidance, and align individual goals with organizational objectives.

Creating a Positive Work Environment: Focus on fostering an environment with favorable working conditions, fair organizational policies, and support systems.

2. Foster Intrinsic Motivation by Cultivating Meaningful Work

Recognize Employee Contributions: Develop recognition programs that celebrate individual and team achievements, making employees feel valued.

Encourage Skill Development: Provide training and professional development opportunities to help employees grow and realize their full potential.

Promote Task Significance: Communicate the broader impact of employees' work on the organization and society to enhance their sense of purpose.

Empower Employees: Involve employees in decision-making processes and provide them with autonomy to perform their tasks in ways that they find meaningful and satisfying.

3. Align Motivation Strategies with Performance Goals

Conduct Regular Assessments: Evaluate employee motivation levels through surveys, interviews, and feedback mechanisms to identify areas needing improvement.

Develop Targeted Incentive Programs: Create performance-based rewards and incentives that address both intrinsic and extrinsic motivators.

Monitor Turnover and Absenteeism Trends: Use data to identify underlying motivational issues and address them proactively.

Set Clear Performance Metrics: Define expectations and link them to motivational strategies to ensure alignment between employee goals and organizational objectives.

4. Strengthen the Role of Human Resource Management

Customizing Motivation Strategies: Recognize that employee motivation is not one-size fits-all and design tailored approaches for different teams and individuals.

Developing Leadership Development Programs: Equip leaders with the skills to inspire and motivate employees effectively.

Promoting Work-Life Balance: Introduce flexible work arrangements, wellness programs, and support for mental health to ensure employees feel valued and supported both professionally and personally.

Scope for Future Research Investigating

Sector-Specific Motivational Factors: Future research can explore the motivational factors unique to specific sectors or industries. For instance, comparing public sector organizations like NAPSA with private or non-profit sectors may reveal unique motivational drivers and how these influence employee performances.

Longitudinal Studies on Motivation and Performance: Conducting longitudinal studies can provide insights into how employee motivation evolves over time and how changes in organizational policies, leadership, or external environments impact motivation and performance in the long term.

Disclosure of conflict of interest

The author whose name is listed certifies that she has NO affiliations with or involvement in any organization or entity with any financial interest (such as honoraria; educational grants; participation in speakers'

bureaus; membership, employment, consultancies, stock ownership, or other equity interest; and expert testimony or patent-licensing arrangements), or non-financial interest (such as personal or professional relationships, affiliations, knowledge or beliefs) in the subject matter or materials discussed in this manuscript.

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