



EVALUATING MOTIVATION STRATEGIES FOR SUSTAINING HIGH LEVELS OF EMPLOYEE PERFORMANCE IN SELECTED PARASTATAL COMPANIES IN LUSAKA ZAMBIA F (1)

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Abstract

The chapter firstly recognizes and evaluates pertinent theories and debates on employee performance management and control in relation to how the practice is intended, applied and responded to by employees in an establishment. Building a theoretical policy on managing employee performance and work behaviour was enabled by an analysis, synthesis and critique of prevailing literature on pre-bureaucratic, bureaucratic and post-bureaucratic models of employee performance management and control. This was done by delving on organisational behaviour literature to bring into focus historical as well as contemporary deep-seated debates on managing employee motivation theories and work behaviour.

The arena of organisational behaviour proposes many theories and techniques that enable understanding of the difficulties of work practises and systems as well as employee behaviour. The reason for reviewing relevant theories was twofold. First, it is intended to attract attention to existing knowledge and debates and provide a historical background of the models of employee performance management and control. Furthermore, the review was intended to identify important features of the practice in order that they could be used as sensitising notions for data collection. Sensitising notions have been referred to as “those background ideas that inform the overall research problem” (Charmaz, 2003). Additionally, this chapter acquaints with the key theories, issues and debates that form the general employee performance in State Owned Enterprises (SOEs) and control precisely. This backdrop has facilitated critique of the secondary knowledge about the inquiry on employee performance management and control. The summary of this chapter highlights and critiques claims in literature about the influence and relevance of motivation strategies to the research and to the Zambian context. Criticism of the identified theories are presented. Finally the chapter concludes with the Conceptual Framework.

Key words: *Motivation, Reinforcement theory, Expectance theory, Dissatisfiers, Satisfiers, Theoretical framework, Conceptual framework*

Chapter Three: Theoretical and Conceptual Framework

3.1 Theoretical Frame

The overall drive of motivational theories is to envisage behaviour. Motivation is not the behaviour itself and neither is it performance. Motivation concerns action and the internal and external forces which influence a person's choice of action (Mullins, 2006) and jointly, the different theories of motivation provide a context within which to direct attention to the problem of how best to motivate staff to work keenly and efficiently (Mullins, 2010).

Motivation Theory:

According to Desta and Asfawe (2019), an individual is a complex creature, so every employee in an organization is stirred by some numerous kind of tactic. Therefore, to motivate employees it is necessary to understand how motivation works, that is, understanding motivation theories and how they can be put into practice. Preferably, the way employees are motivated should be carried out in a more systematic



and coordinated manner, even this should be supported with regular realistic surveys of the need and attitude of the employees (Desta and Asfawe, 2019).

Chandrasekar (2011) points out that a person unable to grasp motivation and apply it will not become or stay a leader.

Motivation theories are categorized into two groups; content theories and process theories (Iguisi, 2009). Content theories look at what motivates a person that is what stimulates and energizes the behavior. The most prominent content theories are Maslow's hierarchy of need theory, Herzberg's two-factor theory and McClelland's three factor theory. Process theories investigated the specifics of the motivation process. Vroom's expectancy theory, Four-drive theory, Skinner's reinforcement theory and Adam's equity theory are famous process theories. Among motivational theories to be reviewed in this research are those of Maslow's Hierarchy of Need Theory, Herzberg's two factor theory, Skinner's reinforcement theory and Vroom's expectancy theory.

The enactment of motivation schemes has long been maintained as a key concern of academics and practitioners due to its importance to organisation performance. Regardless of this fact, strategic implementation remains a perennial challenge for organizations. This may be in part due to the focus placed on calculated formation rather than calculated implementation.

The study is underpinned on Maslow's Hierarchy of Need Theory, Herzberg's two factor theory, Skinner's reinforcement theory and Vroom's expectancy theory.

A motivated and competent workforce is essential to increase productivity and the quality of the organizational services in order to attain organizational goals. The challenge and predicament for many managers is how to create this type of motivation (Dieleman and Toonen, 2006). While there are many theories surrounding the notion of motivation, two distinct areas of motivation are usually mixed (Dieleman and Toonen, 2006). That is the emphasis placed on motivation to be rooted in a job and motivation to perform (Dieleman and Toonen, 2006). Both are very crucial and managers have to seriously understand the impact of their activities in both areas (Dieleman and Toonen, 2006).

The study discusses in detail two traditional prominent motivation theories and two contemporary theories. It can be contended that motivation theory is crucial for this study because achieving higher levels of performance requires attending to how best individuals can be motivated through incentives and performance management methodologies.

Abraham Harold Maslow's Theory of Need

Psychologist Abraham Maslow put forward Maslow's need hierarchy theory in the 1940s. The model has been practiced in almost every human quest. However, its astonishing popularity is rather odd considering that the theory has slight research support. Maslow's need hierarchy organizes dozens of diverse needs into five basic classes organized in the hierarchy. Physiological needs (for food, air, water, shelter, and the like) are at the base of the hierarchy. Next are safety needs – the need for a secure and stable environment and the absence of pain, threat, or illness. Belongingness includes the requirement for love, affection, and interaction with other people. Esteem comprises self-esteem through personal attainment including social esteem through recognition and respect from others. At the uttermost of the



hierarchy is self-actualization, which represents the need for self-fulfilment – a sense that one’s potential has been accomplished.

As the person gets satisfied with a lower-level need, the next higher need in the hierarchy ends up becoming the principal motivator and persists so even if never contented Maslow (1943).

The most well-known needs classification is the one advanced by Maslow. In his hierarchy of need he generated five major layers of needs, which he wrote down in order of importance, namely physiological needs, safety needs social needs, esteem needs and self-fulfilment needs. He believed that these needs are mostly experienced by people.

Self-achievement is the highest point of Maslow’s motivation theory. He trusted at this point individuals have the desire to attain their full ability and skills. In contrast to the lower needs, this need is never wholly satisfied; as people develop psychologically new prospects to grow tend to appear. Maslow contends that a small percentage of the population obtain the level of self-fulfilment.

After a person has succeeded to attain the sense of belonging, they generate the urge to have a significant degree of significance. This class of needs is connected with the need to have a firm and stable, high valuation of one’s self and to attract high regard from other people. He called this cataloguing of need the esteem need.

Following the accomplishment of physiological needs, one’s awareness swings to safety and security needs in order to defeat the threat of physical and emotional complications, such needs may be taken care of by protection against threat and the fulfilment of physiological requirements. In his theory he reasons that if a person feels endangered then the desire to meet that need will be increased and all the other needs above in the pyramid will not be looked-for, until that need is met. Physiological needs are the ones needed in order to fulfil the basics of life, such as air, water, food, sex and sleep. The lower order necessities have to be met in order to hunt for higher level motivators along the lines of self-fulfilment.

The argument of his theory is that the requirement for self-fulfilment cannot be fulfilled. Man is ever wanting and consequently it is only a need that is not contented that can motivate behaviour and the dominant need is the one that creates one to act in a particular way in order to fulfil it. People grow psychologically as they advance up the hierarchy but progression is not achieved in a straightforward manner.

The lower requirements remain to exist temporary and dictate motivation and individuals time and again go back to needs that have earlier on been fulfilled.

The push of his argument is that, for enough work motivation, leaders and managers necessitate the need to understand the active needs that create individual employee motivation.

Application of Maslow’s Hierarchy of Need to Management

“If Maslow’s theory is true, there are very essential leadership consequences it provides to uphold workplace motivation. There are a range of ways to motivate employees through their style of management, compensation plans, role definitions and organization activities” (Boeree, 2006).



In order to be able to provide physiological motivation, an organization should make sure that it comes up with for example adequate lunch breaks and offer salaries that makes it possible for the workers to be able to meet basic needs. Safety obligations can be delivered through the making of a favourable environment which is safe, provision of job security and an appreciation that workers are safe from any threat. Social needs require an organization to create a feeling of acceptance, belonging, and the spirit of communal living by urging team spirit among the workers.

Accomplished motivators are provided through the recognition given to workers achievements, attaching value to their views, earmarking important projects to hard working employees and provision of status to make them feel valued and esteemed by the organization. In order to make it possible a worker to achieve the need of self-actualization it needs provision of hard tasks, significant work assignments which assist to stimulate motivation, creativity, and advance in accordance to long term organizational objectives.

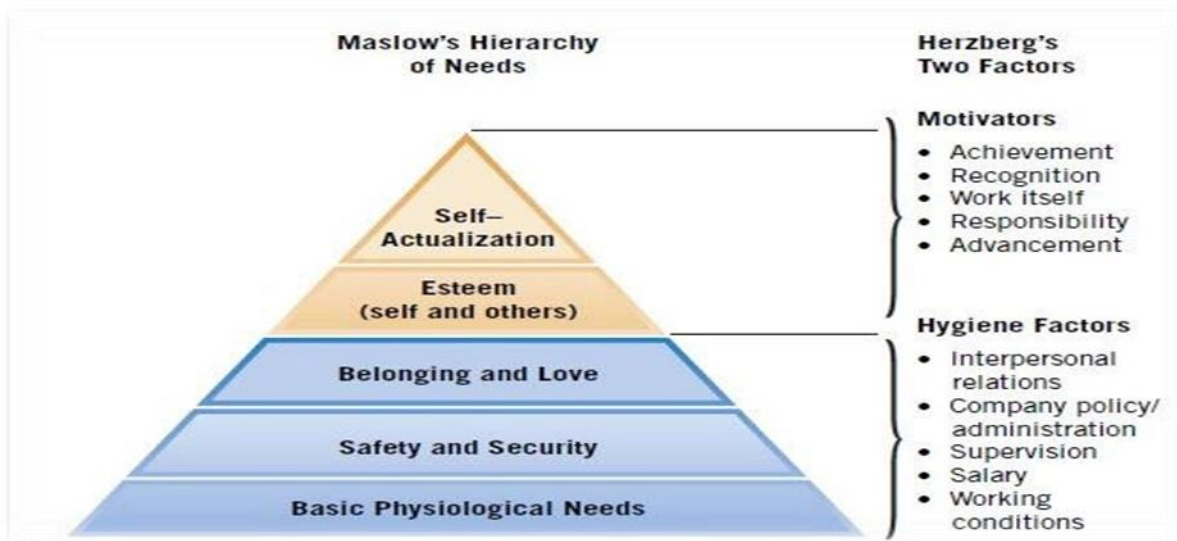


Figure 3.2: Maslow's and Herzberg's comparison of ideas

Ajang (2017) cites Greenberg and Baron (2003) as saying that the greatest value of Maslow's need theory rests in the practical implications it has for all management of organizations. The reasoning behind the theory lies on the fact that it's able to suggest to managers how they can make their employees or subordinates become self-actualized. This is because self-actualized employees are probable to work at their maximum creative potentials. Therefore it is imperative to make employees meet this stage by assisting meet their organizations objectives.

Frederick Herzberg's Two Factor Theory

Herzberg's theory is entrenched into two highlighted side by side sets of needs namely man's need as an animal to avoid pain and as a human the need for psychological growth.

In his theory, Herzberg, itemised a number of factors that are comparable to Maslow's hierarchy of needs, except his theory is more tilted to the working environment. He fragmented these factors into two key classifications namely hygiene factors (dissatisfiers) and motivators (satisfiers). Under the hygiene factors he stated factors such as working conditions, company policies and administrative practices, salary and benefits, supervision, status, job security, co-workers and personal life while the motivators



include factors such as recognition, achievement, advancement, growth, responsibility and job challenge. One group of needs is connected with what a person does while the other is connected with the situation in which it is done according to Greenberg and Baron (2003) as cited by Ajang (2017).

The motivators have the ability to create successful motivation in individuals in order to be capable to execute and apply considerable effort while the dissatisfiers detail the work environment but do not have much importance in creating positive job attitudes. The hygiene factors are dissatisfiers because they form the environment in which man is steadily trying to alter while the motivators generate motivation because they are the tasks available to enable the attainment of growth.

Herzberg contends that hygiene factors should be firstly seen in the job before motivators can be employed to arouse the job and the aftereffect feeling of motivation to be achieved. This means that you cannot use motivators until all the hygiene factors have been attained. Hygiene's theory spells out distinctive and special issues which people call for in their work to let them feel motivated to perform better.

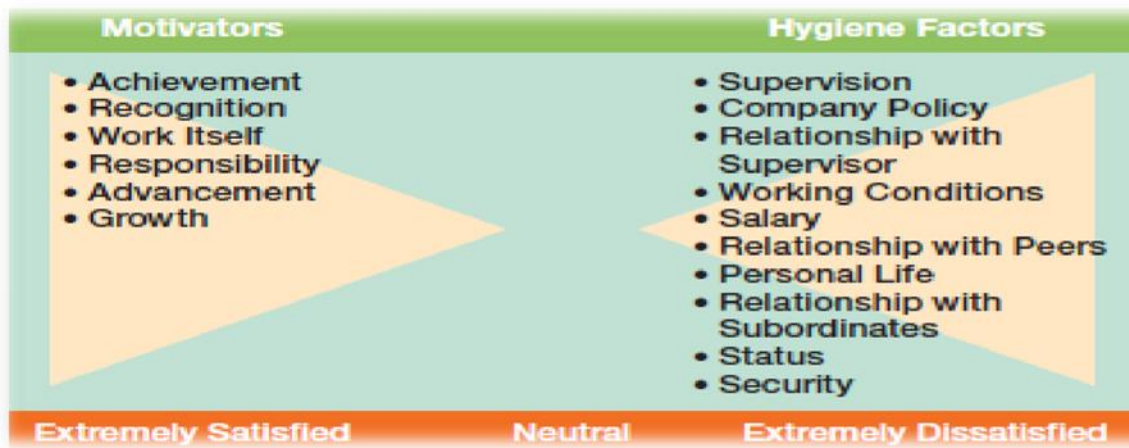


Figure 3.3: Herzberg's Two Factor Theory

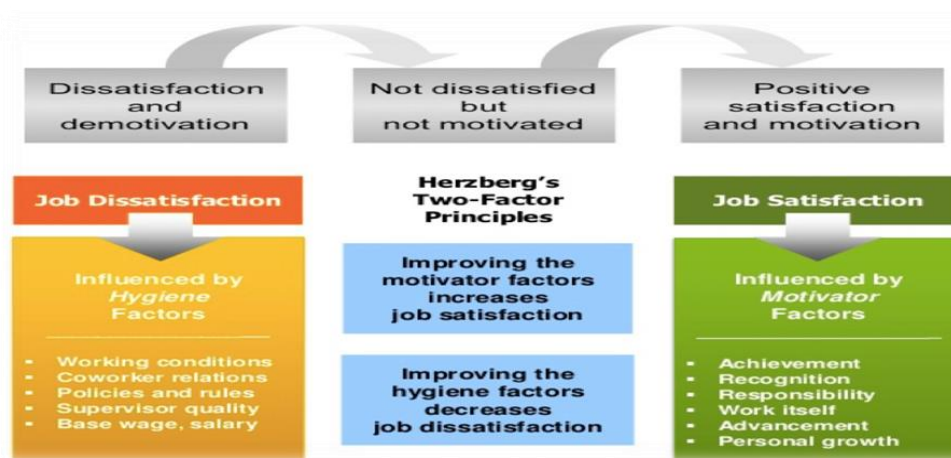


Figure 3.4: The Two-Factor theory of motivation (Weiner 2012)



Application of Herzberg's Two-Factor Theory

Leaders or managers should be well conversant of the clear-cut issue's workers need in their work for them to increase performance.

Herzberg's findings revealed that certain characteristics of a job are unswervingly connected to job satisfaction, while different factors are interconnected with job dissatisfaction. These are:

Dissatisfiers

Working conditions require an organization to give a work environment that is suitable for workers to enhance performance. Policies and Administrative operations suggest that the kind of organization policies and practices of managing the people should be one that wishes them to have their performance enhanced and provide salaries and other financial benefits to the workers that will make them to be committed to the work in the organization (Boeree, 2006). The setting up of enough supervision to workers by the supervisors is essential to increase good performance.

The type of jobs that people possess should be able to make them feel good of the status. This will help to urge them to commit their time and attempts to work.

People should be made to feel safe in their jobs. This will assist them to work harder for they are not worried about them losing their jobs.

Making accessible of team work dynamics amongst workers is key to urge them to place their efforts together towards the same purpose.

People need to be given adequate space to have their own personal life.

Satisfiers

Workers need to feel that they are appreciated by their superiors and the organization for which they work.

Workers require to feel their job helps them to attain their aspirations. This in conclusively makes them feel a new energy to work and achieve organizational goals.

Workers require to see prospects of progression in their jobs.

Employees require to develop in their jobs.

Workers should feel that sense of responsibility over their jobs.

It is essential that Employees need to do challenging jobs rather than those that have less challenge. In case the factors that dissatisfy workers are not attained, then the workers cannot be motivated by those factors that make jobs satisfying according to Boeree (2006).

The extrinsic and intrinsic incentives are interconnected to motivation. When extrinsic incentives are offered by the organization leadership and are in a job then the individual worker will be inspired by these positive external motivators to develop a positive relation to his/her job as a result creating the intrinsic incentives that are a resultant from that relationship of the worker and his job. Both the actuality of these external motivating factors and those internal to the job that are intrinsic will then



propel a positive attitude towards work, hence motivation and the consequence of good performance will be witnessed.

Frederick Herzberg's hygiene theory will be associated to the questions in the questionnaire that will be linked to the working conditions, salary and benefits, supervision, job security, interpersonal relationships.

Contemporary Theories of Motivation

Reinforcement Theory

The Reinforcement Theory of motivation suggests that a given behaviour is a function of the consequences of earlier behaviour. Thus, it is argued, all behaviour is determined to some extent by the rewards or punishments obtained from previous behaviour, which has the effect of reinforcing current actions. In this sense, all behaviour is caused by external sources, since we can have little control over the consequences of our actions. So, if an individual's efforts to contribute new ideas to a team are consistently met with an indulgent but apathetic approach by management (i.e. negative reinforcement), then the individual is likely to be discouraged from making further suggestions, and may even seek to change his or her job. Where, by comparison, the individual is encouraged to share new ideas and help to develop them (i.e. positive reinforcement), then the person is likely to generate even more ideas. Strict Reinforcement Theory would argue that an individual's own understandings, emotions, needs and expectations do not enter into motivation, which is purely about the consequences of behaviour. However, modifications of the theory (e.g. Social Learning Theory) do allow for the effect of individuals' perceptions of the rewards/punishments obtained by others as a contributor to motivation. Thus, an employee is not just affected by the consequences of his own actions at work, but is able to infer "appropriate" behaviour from what he sees as the consequences for others of their behaviour. Reinforcement Theory is not basically concerned with what motivates behaviour, or how, and is not strictly a theory of motivation. It is more concerned with control of behaviour (i.e. power over others). Supporters of Reinforcement Theory (Jablonsky and De Vries, 1972) offer some important guidelines to those intending to use it as a motivating tool in the workplace. The underlying assumption behind this approach is that people are there to be controlled, and that management's task is to provide the "right" conditions to encourage high performance. This is not quite such a negative view of people as is suggested by McGregor's concept of human motivation (McGregor 1960).

Vroom Expectancy Theory

According to Armstrong (2010), in the expectancy theory, motivation is predicted to be when there is a perceived and usable connection between reward and outcome, with the outcome being observed as a means of rewarding needs. In other words, there must be a connection between a certain reward and what has to be done to acquire it. This theory is very noteworthy in the context of this research. It is cardinal especially when scheming performance-based employee wellbeing programmes. This theory assists explain why an organization's staff would feel confident that they can grow in the same organization, hence remain there, or look for development elsewhere by leaving the organization.

Vroom theory was advanced in 1964. Vroom (1964) addresses the issue of human motivation quite in a different way from the way Maslow and Herzberg did. He contends that people will be motivated to chase the achievement of a desired goal if:

- (i) They believe in the worth of the goal; and
- (ii) They believe that their actions will result into the attainment of the goal.



In a more extensive form, Vroom belief that a person’s motivation to perform will depend on the value the person places on the consequence of his efforts multiplied by his confidence that the efforts will actually help to the desired goal. As such, managers should coordinate how employees’ goals, such as promotion, more pay, recognition, and so on, can be achieved in terms of what behavioural patterns are well-known to employees, such patterns should form the ground for administering rewards. Otherwise, problems will arise in terms of workers’ inadequate confidence in organizational policy, and the result may be harmful to good working environment (Vroom, 1964).

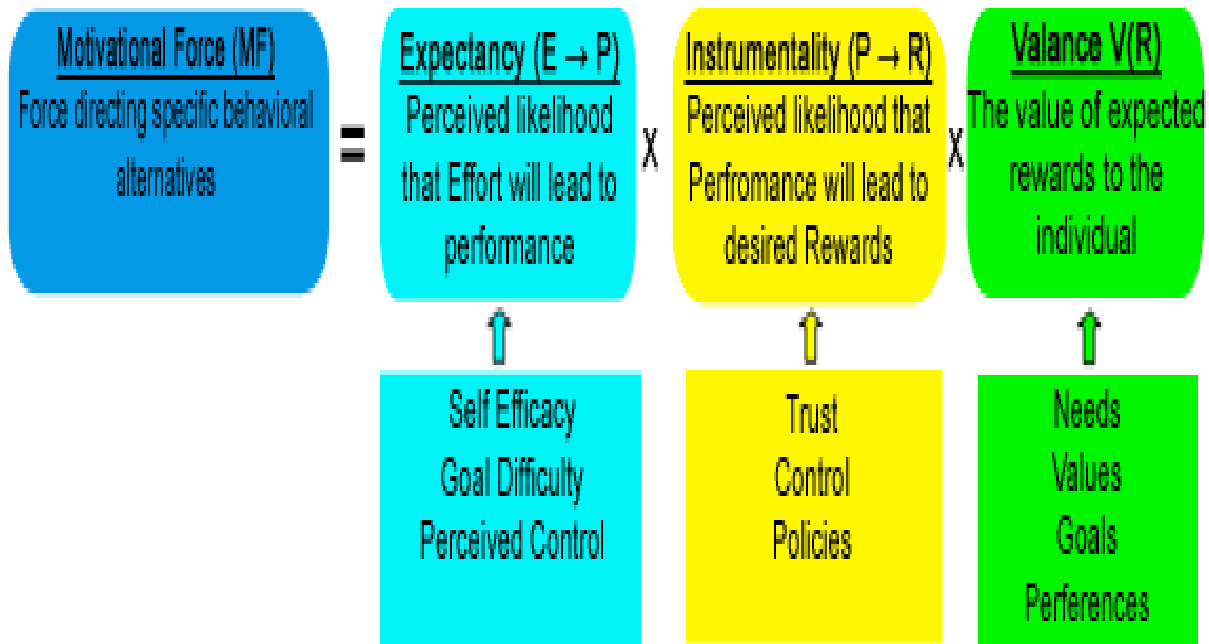


Figure 3.5: Vroom’s expectancy theory (Scholl 2002)

3.2 Critical Review of Theories/Gaps in the Theories (Criticism of the Theories)

Criticism of Maslow’s Hierarchy of need Theory

According to Armstrong (2001), Maslow’s hierarchy of need makes sense, but it has not been backed by sufficient empirical evidence. It is perceived to be rigid since people have diverse needs and it is therefore hard to accept that people’s needs are likely to follow a steady progress up the hierarchy of need (Armstrong, 2001). Maslow is even believed to have shown doubt about people’s development in a strict followed manner (Armstrong, 2001). As an example, in some cultures social needs are more key than all the other needs in the pyramid (Boeree, 2006).

Maslow’s hierarchy of needs also fails to shed light to the starving artist scenario, where aesthetic do without their physical needs to acquire spiritually driven needs (Boeree, 2006).

Coupled with the above, not sufficient evidence suggests that people are driven to fulfil exclusively one motivating need at a given time, other than in situations where needs tend to conflict (Boeree, 2006). Another still significant criticism, about his theory has been pointed to his methodology. He selected a few number of people that, he himself declared self-actualizing, and then talked to them, and lastly draw



conclusions about what self-actualization literally means. This does not appear as good science to many people (Boeree, 2006).

He also placed a constraint on self-actualization, as something only a small percent of the humankind accomplishes and yet “Rogers who defines self-actualization as the life force that pushes all creature’s, thought babies were the best examples of self-actualization” (Boeree, 2006). While scientific research fails to defend Maslow’s hierarchy of need, his theory is very saleable and valuable for motivation purposes (Boeree, 2006).

It has been applied as the preparatory theory for many managers all over the world (Boeree, 2006). However, the most serious constraint of Maslow’s needs hierarchy is its proposition that everyone has the same needs hierarchy. Research has revealed that this is a false speculation. People actually have different needs hierarchies’ bond to their personal values. Needs are conscious deficiencies built from inborn drives but strengthened or weakened through learning and social forces such as culture and childhood back ground. Furthermore, research has recounted that the general needs hierarchy in some cultures differs from the need’s hierarchy in other cultures (Oishi, 1999).

Criticism of Herzberg’s Two Factor Theory

Herzberg’s theory was able to clearly point out some of the crucial work-related factors that are representative of an organization’s experience and particularly practical to managers in scheming workers positive performance. It has also been accepted, partly because for the common man it offers a simple understanding based on real life concerns as opposed to academic abstractions and because it bears a lot of similarities with the broadly respected ideology of Maslow and McGregor Armstrong (2001), his prescriptions have had a few shortcomings.

The research method used has been resolutely opposed because it was not capable to evaluate the relationship between satisfaction and performance (Armstrong, 2001).

Furthermore, opposition has been pointed to his limited number of specialized samples from which wide-reaching inferences have been established and also to the fact that no proof can be made that can prove the assumed position that actually satisfiers do improve on production levels (Armstrong, 2001).

He puts too much attention on just the workplace related factors, neglecting the fact that some motivation problems or work associated failures actually come from the family and are then drawn out to the workplace.

He is too precise and clear-cut in listing a number of predetermined factors, leaving no room for flexibility and yet human conduct is complex.

Herzberg’s theory is excessively ambitious, he asserts that the entire hygiene factors should first be met, to make sure motivators are then attained. In reality this is not possible.

This theory does not have a sense at change process and time factor and is peculiarly inhuman and reduces a person to a check list.



Criticism of Skinner's reinforcement theory

The theory states that "an individual's behavior is a function of its consequences" (Management Study Guide, 2013). Psychology has frequently been associated with the human mind and the evolution of cognitive awareness, causing Skinner to move in a different direction. By applying his thoughts on adjusting motivation through various stimuli, industries such as business, government, education, prisons, and mental institutions can gain a broader understanding of human behavior. "In understanding why any organism behaves the way it does, Skinner saw no place for dwelling on a person's intentions or goals" (Banaji, 2011). For him, it was outward behavior and its environment that mattered. His most important contribution to psychological science was the concept of reinforcement, formalized in his principles of operant conditioning.

Reinforcement theory has been used in many areas of study to include animal training, raising children, and motivating employees in the workplace. Reinforcement theories focus on observable behavior rather than needs theories that focus on personal states. Reinforcement theory is a form of operant conditioning and focuses on the environmental factors that contribute to shaping behavior. Simply put, reinforcement theory claims that stimuli are used to shape behaviors.

Criticism of Vroom's expectancy theory

One of the expectancy theory's greatest strengths is also one of its greatest weaknesses. The theory is inherently rational, assuming that employees always act purely out of self-interest and their desire for reward. However, the theory also omits the possibility that an employee may be motivated by other factors. Many employees are motivated to do the right thing or to be team players, regardless of the reward. Because the theory doesn't account for this, it can lead to an employer missing out on an excellent motivational tool.

The other criticisms of the expectancy theory of motivation decision model is its simplicity. In the sense that it doesn't explain the different levels of efforts acted out by an individual. There is also the assumption that a reward will entice an employee to expand greater efforts in order to obtain the reward, but neglect the fact that the reward in question could have a negative effect for the individual. For example, a pay increase might push him or her into a higher tax bracket.

3.3 Conceptual Framework

The conceptual framework in this research will provide a basis for evaluating motivation strategies for sustaining high levels of employee performance.

The major independent variables to be considered in the process of carrying out the study will be **Workplace Environment, Employee Participation in Decision Making (EPDM), Work Processes and Organisation Policies** and the Dependent variable will be employee performance (company's yearly target met, projects are completed in time, individual targets are met, motivated to achieve targets), the mediating variable will be the state of the country economy, foreign affiliation or ownership of the organisation and Nepotism/corruption and the moderating variable will be qualification, age, sex and marital status.



Independent variable

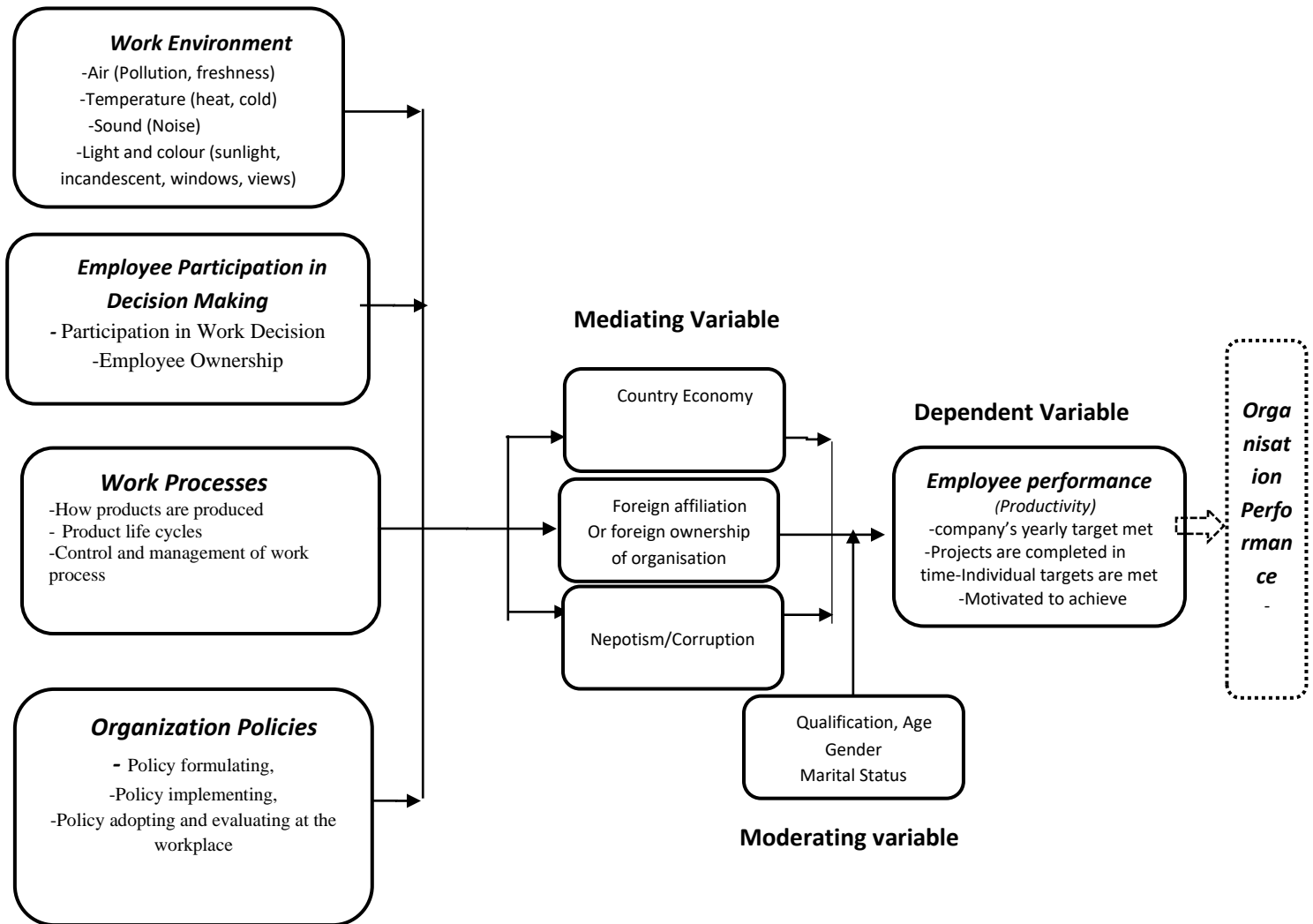


Figure 3.6: Conceptual Framework

3.4 Operationalization of Concepts

For the purpose of this study, four methodological independent variables related to the theories on motivation methods will be operationalized in order to calculate their correlation with the dependent variable, employee performance.

Multiple regression techniques will be used to determine whether the independent variables: Workplace Environment (WE), Employee participation in decision making (EPDM), Work processes (WP) and Organisation policies (OP) have an effect on the mediating variable (state of the country economy, foreign affiliation or ownership of the organisation and Nepotism/corruption); moderating variable (qualification, age, sex and marital status) and on the dependent variable (Employee performance). The study will use multiple regression analysis (stepwise and standard regression) and the test would determine the impact of independent variables on mediating variable, moderating variable and dependent variable.



3.5 Summary

Four theories have been advanced to examine the factors that give rise to employee motivation in organizations. These theories are cardinal because they provide explanations to the grounds why employees are motivated, therefore, if properly put into practice could guide to having better motivated employees which eventually may steer to increased productivity in organizations McCullagh (2005) as cited by Kuranchie-Mensah and Amponsah-Tawiah (2016).

According to Armstrong (2010), in appreciating and applying motivation theory, the objective is to get extra value through people in the sense that the value of their output surpasses the cost of generating it, and it can be obtained through unhindered effort which is a crucial component in organizational performance. Motivation theories provide an insight into what makes an employee perform better. It provides managers with a tool to motivate employees and helps them in understanding how the staff can be managed better.

Thus, it can be said that effective implementation of the motivation theories can help the organisations to have a competitive edge and it can serve to be a source of sustainable competitive advantage which would ensure its growth, survival and maximised revenue generation in the long run. Thus, it can be concluded for managers to perform efficiently it is imperative for them to have knowledge of the motivation theories.

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