



MOTIVATION PRACTICES AND EMPLOYEE ACCOMPLISHMENT OF GOALS: AN EMPIRICAL STUDY OF SELECTED PARAMILITARY AGENCIES IN SOUTH -WEST NIGERIA

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Abstract

The survival and sustainability of organisations often depend on employee goal accomplishment, which may also be hinged on motivation practices of different organisations. Motivation practices drive employees positively towards accomplishment of goal of the organisation. In the same vein motivation practices could also enhance the accomplishment of goal of employees. Previous studies examined the effect of motivation on performance rather than employee goal accomplishment which often affects performance. Some of the studies conducted previously made use of qualitative techniques while the present study made use of quantitative technique. The population of this study was 22,235 personnel of paramilitary agencies in the South-west, Nigeria. The validated questionnaire was 1000 copies which were used to obtain responses from respondents. The response rate was 91.5%. Data obtained were analysed with the aid of descriptive and inferential statistics. The analysis of the data revealed

that motivation practices had a significant effect on employee goal accomplishment in selected paramilitary agencies in South-West, Nigeria. This study concluded that motivation practices had effect on employee goal accomplishment.

Keywords: Agencies, Employee, Goal accomplishment, Motivation, Paramilitary, Practices

INTRODUCTION

Motivation is a management practice that is concerned with getting employees to perform the job they are employed to perform at their best. Human beings and their behaviours are very complex, therefore it is very imperative that management takes its time to study and understand them. Every management in any organisation wants the best output or behavioural outcome from employees to sustain such organisation. Employees can be motivated either positively or negatively. If the employer offers a particular reward for accomplishment of goal by a staff of the organisation, it is regarded as a positive motivation. However, on the other hand, if an employee is threatened with sack, demotion and dismissal these might drive the employee to work harder or strive to achieve the goal, therefore it is regarded as negative motivation.

Ukaejiofo (2013), says motivation is the intention of achieving a goal, an ability to change behaviour, that inner directing drive, leading to goal-directed behaviour towards the attaining goal. However, Meija, Barkin and Cardy (2004) defined motivation as the human behaviour that is thrilled, aimed and is continuous. Tyson (2006) had a divergent definition and argued that motivation is a force residing in human beings which pushes them to behave in a variety of ways. In the same light, Robbins and Judge (2008) said that motivation process indicates how far a person tries hard and for how long he tries to achieve a beneficial goal. In support of Robbins and Judge (2008) definition, (Adewunmi, Ohotnyole, and John, 2011) said job satisfaction and motivation are major determining factors that assist in channeling the employee efforts towards the attainment of organizational goal.

Motivation and employee goal accomplishment is a global issue that has gotten the attention of organisations across the globe. The goal of motivation in the military in U.S.A relative to soldier satisfaction or soldier performance was researched by Baynes (1967) and Muson (1921) as cited in (Borman & Motowidho, 2015). Morale was said by these two authors to be traditionally assumed to be extremely important determinant of unit effectiveness. In addition, as described by the military author, morale seems to be a complex construct that includes a vast array of attitudinal, motivational, and social predispositions. Furthermore morale has been identified with job related motivation and satisfaction.

In U.K, according to a research result released by One 4 all Rewards in the Rewards Review based on a survey of 1,004 U.K adults in employment, the mean amount being given to workers in Britain in bonuses is £365. This is short of 53% - or £321 amount that workers say a bonus or reward would need to be worth, in order to encourage them to increase their efforts at work and feel more motivated. Byrne (n.d) the U.K managing director at One 4 all Rewards said some form of tangible thanks to employees- be it a bonus or simply a token gift, will go a long way to improving employee morale. In addition, Smail (2018) said in a survey of 2000 U.K employees, 25% adduced their lack of motivation at work to no career progression and poor communication by management. Furthermore, 24% said their organisation does not give regular rewards or recognition, while 21% said they do not have a good work-life balance and 18% said their work did not challenge them.

In Asia, there are series of motivation issues on the part of employers which ranged from lack of willingness to motivate employees to poor motivation practices. According to Ramprasad (2013), some managers in India do not appreciate the fact that workforce have to be motivated to put in their best so that the goals and objectives of the organisation can be achieved. This is because of the prevailing economic and labour market situation in India, whereby supply of labour is greater than its demand.

In Africa, Zimbabwe in particular organisations including the public service are grappling with the issue of employee motivation and engagement which is critical in unleashing innovation and commitment particularly during their difficult times which they cannot offer adequate monetary rewards (Jongwe, 2012). The environment presented challenge, as employees shouldered larger workloads as resources dwindled.

Furthermore, the instruments of motivation adopted by Nigerian managers in public sector has a great divergence with those that actually motivate employees (Johnnie, 1989). Nothing has changed from Johnnie's (1989) finding as Nigerian managers are still doing their things the old way and which means the attitude of employees will remain the same.

Employee goal accomplishment has always impacted on the overall organisational goal accomplishment. Employees are often given task to perform which in most cases determine the performance of individual organization. If employees' performance doesn't add value, the organisation doesn't have reason to exist (Bauer & Edogan, 2005).

Statement of Problems

Several studies have been conducted on effect of salary, training and motivation on job performance of employees (Zahra, Xia, Khuram, Lui & Amna, 2015). There are still issues of non accomplishment of goals by employees of both private and public sectors. Furthermore

previous studies were conducted in , Asia and under different cultures and environments. In addition the tools used for motivating employees were scanty therefore it could not meet the needs of every employee. In view of above issues this study is being conducted to examine the effect of motivation practices on employee goal accomplishment in selecte paramilitary agencies in Nigeria.

Objective of the Study

- i. To determine the effect of motivation practices on employee goal accomplishment.

Research question

- i. What motivation practices affect employee goal accomplishment in selected paramilitary agencies in South-West, Nigeria.

Research hypothesis

- i. Motivation practices have no effect on employee goal accomplishment in selected paramilitary agencies in South-West, Nigeria.

Scope of the study

The study covered the effect of motivation practices on employee goal accomplishment in selected Federal paramilitary agencies in South-West, Nigeria. The four paramilitary agencies studied were, Nigeria Immigration Service, Nigeria Correctional Service, Nigeria Security and Civil Defense Corps and National Drug Law Enforcement Agency. The population of the study was 22,235 officers and men.

Significance of the study

The study would guide the heads of different agencies to develop motivation practices that could enhance the accomplishment of goal set for their officers and men.

LITERATURE REVIEW

Motivation

Oxford Advanced Learner's Dictionary (fourth edition) explained motivation to mean reason for somebody's action, to cause somebody to act in a particular way, to stimulate the interest of somebody and cause somebody to want to do something. In a broader sense Morehead and Griffin (2004) said motivation is a set of forces that lead people to behave in particular ways. This is why the first component of reinforcement (stimuli) noted that the response of the

individual in the environment (organization) will depend deeply on stimuli he felt. The stimulus leads and determines type of behavior. Motivation according to Hitka and Balazova, (2015) is one of the essential elements of human resource management. It is affirmed by these two authors that without appropriate level of motivated behavior and activity we cannot determine goals and require their meeting. It is therefore expected that when employee are adequately motivated it will affect their behaviors and attitudes to work positively which will in turn affect their levels of performance. In addition Armstrong (2012), says motivation is concerned with the strength and direction of behavior and the factors that influence people to behave in certain ways. He further says the term motivation can refer variously to the goals individuals have, the ways in which individuals choose their goals and the ways in which others try to change their behavior. Hitka and Balazova (2015) affirms the position of Armstrong, emphasizing the behavioral activities and achievement of goals by employees. According to Prasad (2015), motivation is said to be when organization observed that is created to satisfy the need of individual members who work to achieve those objectives of the organization, therefore organization effectiveness can only possibly be assumed when there is an agreement between organizational objectives and individual needs. This is called organizational equilibrium and it best suits organizations in capitalist economics. In the same vein Ezeali and Eziagu (2009) as cited in (Olusadum & Anulika, 2018) maintain that motivation is an energetic force that compels or induces maintenance of a particular behavior. They however explained that motivation is not only restricted to physically and tangible things like money or promotion but also intangibles like psychological factors. An understanding of the factors that motivate employees and their appropriate application would have significant effect on the organization's performance (Cascio, 2006).

Furthermore, Abiuro (2013), said it is an abstract term, which imparts incentives that require a response on part of someone else to achieve a defined goal. Furthermore, he sees motivation as the ability of indoctrinating the personnel with a unity of purpose and maintaining a continuing, harmonious relationship among all people. In seeking to understand the motivational practices, it is perhaps necessary to distinguish the two types of motivation strategies namely; the Intrinsic and extrinsic motivations (Aboiro, 2013). He further said that intrinsic motivation results from an individual's need to be competent and self-determining. These needs help to determine motivation and performance.

Mitchell (1982) discusses four common characteristics that underline the definition of motivation. The characteristics are; motivation is an individual phenomenon, motivation is intentional, motivation is multifaceted and motivation theories predict behavior, based on these characteristics he further defines motivation as the degree to which an individual wants and

chooses to engage in certain specified manner. Despite the fact that this concept of Mitchell is old it is still very relevant to the current study.

Achievement of Goals

Goal achievement plays a crucial role in determining the success or failure in goal-setting. There is a substantial goal-performance relationship when people are devoted and committed to their goals (Locke & Latham, 2002). Bipp and Kleingeld (2011) define goal achievement as one's attachment to or determination to reach a goal and the cognitive, affective, and behavioural aspects of the process of goal striving. Locke and Latham (2002) state that goal commitment is the degree of determination one uses to achieve an accepted goal. Simply assigning goals to organization members may not result in their commitment to those goals, especially if the goal will be difficult to accomplish (Lunenbergh, 2011). Commitment is most important and relevant when goals are challenging (Locke & Latham, 2006). The notion that goal commitment tempers the goal-performance relationship has clear intuitive appeal—goal setting can't be expected to work if goals will be readily abandoned at the first sign of difficulty (Kurose, 2013).

Yvperen and Orehek (2012) said, a critical determinant of organizational effectiveness, productivity, and economic success is workers' job performance. Yvperen & Orehek (2012), said for reasons of conceptual and interpretational clarity, it is optimal to keep standards conceptually separate from the many different reasons, disposition, tendencies processes, and outcomes with which aims are associated rather than define goals as an overarching orientation that includes several of these concepts. Although both standards are highly correlated and difficult to disentangle empirically, it is more clear and elegant not to collapse both standards into one measure (Yvperen & Orehek 2012). According to Wikipedia, realization of goals has an effect on affect—that is, feeling of success and satisfaction. Achieving goals has a positive effect, and failing to meet goals is not exclusive to one realm. Success in one's job can compensate for feelings of failure in one's personal life.

Achievement of goals can be defined as the overall success of the employee in accomplishing the goals set for him or her by the organization.

Empirical Review

Most of the previous studies (Williams & Attih, 2017; Mohammed, 2011; Babagana, & Babagana, 2015) did not link motivation practices to employee accomplishment of goals but rather see employee goal setting as a motivating factor for employee performance. However, Mohammed (2011)., Teo and Low (2016)., Lunerburg (2011)., Kpotera, Adhikhari, and Van

Gordon (2017)., Kuiper, Groenveld, and Hoek (2018)., Koskey and William (2015)., and Lathan, (2004) found that goal setting has a role to play in employee effectiveness and organisational effectiveness.

In addition, according to these authors deadlines improve the effectiveness of goals, the motivational impact of goals may be affected by moderator such as ability and self-efficacy and that a learning goal orientation leads to higher performance than a performance goal orientation and group goal-setting is as important as individual goal setting. Supporting the above findings was Mohammed (2011) who found that mastery goal is a positive predictor of intrinsic motivation for academic learning. In the same vein Jansen and Samuel (2014), said that both intrinsic and extrinsic motivational variables impacted significantly on achievement of organisational goals by middle level managers.

Theoretical Framework

The following theories were reviewed (Maslow theory of needs, Vroom's Expectancy theory, Herzberg Two factor theory & Adam's Equity theory). However, having evaluated the four theories and their relevancies to this study, the researchers have chosen Abraham Maslow's theory of needs as the underpinning theory for this study. According to this theory, human needs are in hierarchies as one need is satisfied another need arises. He categorized these needs into 5 major categories which are, physiological, safety, social, esteem and self-actualisation.



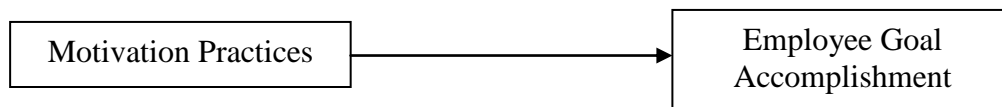
Figure 1. Abraham Maslow's Hierarchy of needs model.

Some researchers around the world have criticised Maslow's hierarchy of needs due to some of these reasons. First, is the lack of empirical support for Maslow's view with the argument that in the real world there is no rigid hierarchy of human needs but a flexible hierarchy. Furthermore employees in the real world do not satisfy their higher level needs in the work situation alone

(Basset-Jones & Lloyd, 2005). Graham and Messner (1998) cited in Adeniji, Falola, & Salau, 2014) criticised this theory for making some unrealistic assumptions about the employees in general, that all employees are alike, all situations are alike and there is only one best way to meet needs. Despite the above cited criticisms, and limitations, Maslow theory has had a momentous impact towards management understanding of motivation and in the appropriate designing of the company to meet employee needs (Robbins & Judge, 2013).

This theory guided this study by esteem and self actualisation needs, which aligned with the goal accomplishment of employees under this study. The other three needs of physiological, safety and social must be satisfied as well before moving up the ladder. The theory is a suitable structure for screening the different needs and outlook the employees have and the different motivating factors that might be useful to people at different levels.

Conceptual Model



METHODOLOGY

This study made use of cross sectional survey research design. Questionnaires were used to gather data used for this study. A total population of 22, 235 officers and men of the four selected paramilitary agencies was used for this study. A sample of 988 was used for this study which was obtained by using Krejcie and Morgan table. Sampling technique adopted for this study was stratified random technique.

The instrument used for collection of the data were validated through content and construct validity. Furthermore the reliability of the data was conducted by running reliability test, using Cronbach's Alpha. The research instrument was certified valid and data collected were also confirmed reliable which ranged from 0.74 to 0.96.

ANALYSIS AND DISCUSSIONS

In order to achieve the set objectives designed for this study, hypothesis which stated that motivation practices have no significant effects on employee outcomes in selected federal paramilitary agencies in South-West, Nigeria was analyzed using multiple linear regression analysis. The independent variable of the study was motivation practices while the dependent variable was employee goal accomplishment. Data from nine hundred and fifteen (915)

respondents were analyzed using SPSS. The results of the multiple linear regression analysis are shown in the table below.

Table 1. Test of Hypothesis One
Summary of multiple regression analysis for effects of motivation practices on goals accomplishment in selected federal paramilitary agencies in South-West, Nigeria

Coefficients^a						
Model 5		Unstandardized		Standardized	T	Sig.
$y_{5i} = \alpha_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e_i$		Coefficients		Coefficients		
		B	Std. Error	Beta		
5	(Constant)	6.461	0.488		13.229	0.000
	Remuneration package	-0.059	0.042	-0.062	-1.407	0.160
	Training	0.068	0.041	0.071	1.631	0.103
	Reward	0.277	0.040	0.278	6.907	0.000
	Work environment	0.284	0.049	0.265	5.850	0.000
	Promotion	0.148	0.043	0.150	3.476	0.001

a. Dependent Variable: Employee Goals Accomplishment
b. $R = 0.627^a$ $R^2 = 0.393$ $\text{Adj. } R^2 = 0.390$
c. $F(5, 909) = 117.658$ ($p=0.000$)

The results of the analysis on the effects of motivation practices on employee goals accomplishment in selected paramilitary agencies in South-West, Nigeria presented in Table 1 revealed that motivation practices have significant effect on employee goals accomplishment in selected federal paramilitary agencies in South-West, Nigeria ($\text{adj. } R^2 = 0.390$, $F_{(5, 909)} = 117.658$, $p=0.000$ at $p<0.05$). Specifically, the result showed that reward ($\beta = 0.277$, $t = 6.907$, $p<0.05$), work environment ($\beta = 0.284$, $t = 5.850$, $p<0.05$) and promotion ($\beta = 0.148$, $t = 3.476$, $p<0.05$) have positive and significant effect on employee goals accomplishment while training ($\beta = 0.068$, $t = 1.631$, $p>0.05$) has a positive and insignificant effect on employee goals accomplishment in selected federal paramilitary agencies in South-West, Nigeria. The result of the analysis also showed that remuneration package ($\beta = -0.059$, $t = 1.407$, $p>0.05$) has a negative and insignificant effect on employee goals accomplishment in selected federal paramilitary agencies in South-West, Nigeria.

The result of the multiple regression analysis showed that the coefficient of determination (R^2) value of the model is 0.393 which revealed that motivation practices have a weak positive and significant effect on employee goals accomplishment in selected federal paramilitary agencies in South-West, Nigeria. Furthermore, the adjusted R^2 which is the

coefficient of multiple determination is 0.390 ($F_{(5, 909)} = 117.658$, $p=0.000$ at $p<0.05$) revealed that motivation practices explained 39% of the changes in employee goals accomplishment in selected federal paramilitary agencies in South-West, Nigeria while the remaining 61% could be attributed to other factors not included in this model. Also, the F-statistics ($df = 5, 909$) = 117.658 at $p = 0.000$ ($p<0.05$) indicates that the overall model is significant in predicting the effect of motivation practices on employee goals accomplishment which reveals the existence of a significant effect of motivation practices on employee goals accomplishment in selected federal paramilitary agencies in South-West, Nigeria. The regression model for this prediction is expressed as:

$$EGA = 6.461 + 0.277RE + 0.284WE + 0.148PR \dots\dots \text{eq. 1}$$

Where:

EGA = Employee Goals Achievement

RE = Reward

WE = Work Environment

PR = Promotion

The regression model showed that when motivation practices are at constant zero, employee goals accomplishment would be 6.461. This informs that without motivation practices, employee goals accomplishment would give a positive value of 6.461. Furthermore, the regression model explains that when reward, work environment and promotion are improved by one unit, employee goals accomplishment would improve by 0.277, 0.284 and 0.148 units respectively. This indicates that an increase in motivation practices of reward, work environment and promotion would subsequently increase employee goals accomplishment in selected federal paramilitary agencies in South-West, Nigeria. Overall, the result of the analysis showed that motivation practices has a significant effect on employee goals accomplishment in selected federal paramilitary agencies in South-West, Nigeria. Therefore, the null hypothesis (H_{01}) which states that motivation practices have no significant effects on employee goals accomplishment in selected federal paramilitary agencies in South-West, Nigeria was rejected.

DISCUSSION

The results of hypothesis testing revealed that the components of motivation (remuneration, rewards, training, promotions and work environment) have a significant effect on the employee goal accomplishment in selected Federal paramilitary agencies in South-West, Nigeria. The

results of this study confirmed the assumption that motivation is internal and that the drive is from within and that employees can become or accomplish what they intend to accomplish.

Conceptually the results confirmed the earlier definitions, motivation according to Hitka and Balazova (2015) is an essential element of human resource management. These authors said that without appropriate level of motivated behaviour and activity we cannot determine goals and require their meeting. Furthermore Armstrong (2012), says motivation is concerned with the strength and direction of behaviour and the factors that influence people to behave in certain ways. According to, Locke and Latham (2002) goal achievement plays a crucial role in determining the success or failure in goal setting. In addition, (Bipp & Kleingeld, 2011) define goal achievement as one's attachment to or determination to reach a goal and the cognitive, affective, and behavioural aspects of the process of goal striving. Furthermore, Lunenberg (2011), says assigning goals to organization members may not result in their commitment to those goals, especially if the goal will be difficult to accomplish.

Great percentage of literatures reviewed did not link motivation practices to employee accomplishment of goals (Mohammed, 2011., Teo & Low, 2016., Lunenburg, 2011., Kotera, Adhikari, Van Gordon 2017., Kuiper, Groenveld, & Hoek, 2018) however, they found that goal setting has a role to play in employee effectiveness and organizational effectiveness. Other findings show that financial incentives goal-setting improves worker performance. In addition, Mohammed (2011) found that mastery is a positive predictor of intrinsic motivation for academic learning.

Furthermore, Jansen and Samuel (2014) conducted a research on the Achievement of organizational goals and motivation of middle level managers. The results of the study shows that both intrinsic and extrinsic motivational variables impacted significantly on achievement of organizational goals by this category of managers.

Theoretically the result of this study supports Abraham Maslow theory of needs. He referred to self actualization as the drive for an employee to become what he or she is capable of becoming, which includes growth, achieving one's potential and self fulfillment. The finding of this study is in line or confirms Herzberg' two factor theory position on satisfaction. Accomplishment of goals by employees often leads to their job satisfaction. An employee who achieves his goal will be fulfilled and therefore become satisfied. Most often, a satisfied employee will be more committed and loyal to the organisation. Good motivation practices will enhance employee accomplishment of goals as well as job satisfaction.

As a result of the previous findings which show that motivational variables impacted significantly on achievement of organizational goals, therefore the hypothesis (H_{01}) that motivation practices have no significant effect on achievement of goals was rejected.

CONCLUSION AND RECOMMENDATIONS

It was concluded that motivation practices had a significant effect on employee goal accomplishment in tandem with a part of the study's results. This also was a determinant of organisational goal accomplishment by the staff of organisation. Employee attitudes or behaviours of lateness to work and tardiness among others was a result of low motivation practice and this in turn affected accomplishment of goal of individual and that of the organisation. In view of the above, the researcher therefore recommended the following:

- i. Organisations and companies should develop motivation practices that will suit the needs of employees which will in turn spur them to achieve both individual and organisational goals.
- ii. Motivation practices of paramilitary agencies should be tied to individual goal accomplishment as well as organisational goal accomplishment.

About limitations, the current study did not cover the whole Nigeria, therefore the result may not be generalised. Furthermore, it did not cover all paramilitary agencies in Nigeria.

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