

Impact of Motivation and Job Satisfaction on Employees' Performance at Central Bank of Nigeria, Awka Branch

Chinelo Patience Ohanyere^{1*}, Obinna Solomon Eboh², Ezeanolue Ekwutosi Theresa³

^{1,2,3} Department of Business Administration, Faculty of Management Sciences, Chukwuemeka Odumegwu Ojukwu University, Igbariam, Anambra State, Nigeria

Email : cp.ohanyere@coou.edu.ng

Submitted: 2025-10-04; Accepted: 2025-11-02 ; Published: 2025-11-03

Abstract

The study is to understand the impact of motivation and job satisfaction on employee performance of Central Bank of Nigeria. To achieve the objectives set, primary and secondary sources data were used. Primary data was collected both from managerial and non-managerial employees of the Bank. The total population of the Bank branch is 200 from which 120 samples was taken using Convenience sampling technique. Much of the data was collected from the managerial category since this category performs the core jobs of the Bank which is to conduct monetary policy by managing the money supply, setting interest rates, and overseeing the banking system to maintain financial stability within a country. Correlation technique was employed to find out the relationship between two variables. Regression technique also was used to find out to which extent one variable affect the other using coefficient results. Correlation results for salary is 0.589, Transport benefits 0.421, medical benefits 0.395, extra duty allowance 0.421, carrier achievement 0.562, promotion benefits 0.672 and correlation for recognition is 0.407 which reveal existence of positive relationship between motivation and employees' performance and therefore implying that the increase in motivation will lead to increase in employees' performance. This situation insists on increasing attention to employee motivation practice in order to improve employee performance. The findings suggest enhancement of current motivation package by incorporating both intrinsic such as promotion, recognition, support for carrier achievement and extrinsic motivation factors such as salary, extra duty allowance, transport allowance, medical benefits will help optimum utilization of human resources as well as increasing employees' performance. Furthermore there is pressing need to develop organisation motivation policy that will help the Central Bank Of Nigeria, Awka Branch management properly in handling motivation function.

Keywords: *Impact of Motivation, Job Satisfaction on Employees' Performance, Central Bank Of Nigeria*

INTRODUCTION

Employers are faced with the task of motivating employees and creating high job satisfaction among their staff. Creating programs and policies that develop job satisfaction and serve to motivate employees takes time and money to create. When the employer understands the benefits of job satisfaction and motivation in the workplace, though, the investment in employee-related policies can be justified. The purpose of any motivation programme is to motivate the organization's employees to enable them work effectively. However, motivating employees is not an easy thing as what motivates employees differs among people.

One of the most important concerns of a manager is to motivate the people to make their optimum contribution to the achievement of organizational goals. It therefore, becomes important for him to understand what motivates people. Although some human behavior is random and consists of emotions and reflexes, most of it is goal directed in the sense that it is aimed at the satisfaction of some need. Since the needs of the employees and the organization are not always the same, the manager can better integrate these two sets of needs by gaining an insight in to the needs of his employees and then channels them in the direction of organizational needs (Ohanyere, Ngige and Jacobs (2021). Motivation can be seen in different ways. It is an internal force that energizes behavior, gives direction to behavior, and underlies the tendency to persist. This definition of the term motivation recognizes that in order to achieve goals, individuals must be sufficiently stimulated and energetic, must have a clear focus or end in mind, and must be willing and able to commit their energy for a long enough period of time to realize their aim. (Ohanyere, Atueyi and Ibekwe 2019).

Motivation and job satisfaction are the most significant elements for all organization public or a private zone. Satisfied and motivated employees become more involved and committed to their tasks and assignments and work hard for the achievement of organizational goals. However, performance management was redefined in the early 1990s as a process for establishing a shared understanding of what is to be achieved and how is it to be achieved with a qualitative approach to managing people that increases the probability of achieving success (Ohanyere 2022) Moreover, motivation and employee job satisfaction in every organization plays a significant role in overcoming organizational challenges. Beck (1983) states that satisfied employees tend to be more motivated and they will be more loyal to the company. They also will conduct themselves and work on the tasks set for them more enthusiastically and passionately and consequently yielding higher quality output.

Statement of the Problem

Many researches show that employee motivation and job satisfaction directly affects performance among the workers of organization. (Robinson, Hooker and Hayday (2007). Since human resource is number one resource in deciding the fate of organization, this resources should be motivated and retained in the organization. It is impossible to achieve organizational goal without the significant involvement and mobilization of manpower. The management dilemma in many organizations in today's fast paced technological environment is how managers can improve the motivation of employees, so that organizations employ and retain a fulfilled workforce that contributes optimally to organizational stakeholders objectives. There are many and varied reasons why managers are continually under distress in Organization. Resources, (human, material and technology) are but a few issues confronting managers daily.

More importantly the human aspect has questions that have perplexed and fascinated managers for a long time. In organizations, it is common to see some employees performing better and some are not. In addition to this, it is also common to see employees seem better satisfied in their jobs than others. The impact of motivation and job satisfaction on employee performance is a heavily researched area in general, but in Central Bank of Nigeria, Awka Branch there has been few studies of any filed related to motivation, job satisfaction or employee performance before. The aim of this research is to investigate: i) how motivation impact employee in their performance and ii) how job satisfaction affect employee performance, including public and private sector.

Objectives of the Study

The broad objective of the study is to investigate the impact of Motivation and job satisfaction on employee performance. The specific objectives of this study are:

1. To analyze the different types of motivation offered at Central Bank of Nigeria, Awka Branch
2. To examine the relationship between motivation and job satisfaction and employee performance of Central Bank of Nigeria, Awka Branch
3. To determine challenges towards effective motivation practice at Central Bank of Nigeria, Awka Branch

CONCEPTUAL REVIEW

Motivation

Motivation is the internal feeling that encourages an individual to involve in a specific manners and thought , it could be observed from two side (Spector, 2003). Gouws (1995) expressed that motivation is the inner feeling or desire that initiates with a people either intentionally or unintentionally to complete the job excellently because it's pleasurable and not obligatory for what will be expected in arrival. For the organization employee motivation is one of the best policies to improve effective work management between the organization and employees. Motivation is very significant for the organization or management to treasure a method to motivate their workers. When workers realize that their view are consider to be valued it provides them an intellect of belongingness which can motivate the employees Obinwune, Ohanyere, Anah (2023). The incentive always accomplishes the demand and requirements of the workers and in return the individuals repay it through hard work and honesty. The main objective of the organization is to classify the needs and wants and replying it to the most elementary method of all organization to get the commitment of the workers (Surbhi, S. 2012). Supremacy motivation can also play a key part in increasing the performance or efficiency of organization, power an individual need can be either institutional or personal.

In the organization managers with a high need of institutional power tend to be more effective than those with high need for personal need (Habibah & Noran, 1999). Motivation is divided into two major types, intrinsic and extrinsic motivation. An employee's objectives are connected to his or her purpose for attractive with duty. Intrinsic motivation is linked to work content which happen when employee execute an action from which they develop gratification for simply appealing in the effort himself. Many scholars defined intrinsic motivation as the performing of an action for its innate happiness relatively than for some distinguishable significance. Intrinsic motivation denotes to the innate features of job and distinguishing

connected with the work itself, for illustration the capability to discuss to personnel an intellect of interest, accomplishment, achievement and responsibility (Maduagwuna, Anah, and Ohanyere (2023)). Intrinsically motivated employees is encouraged to performance for the exciting or trial enabled rather than because of outside stress and incentive. In one way intrinsic motivation exodus within employees and other way intrinsic motivation exodus in the relationship between doings and employees.

For some activities workers are intrinsically motivated and not others, but not everyone intrinsically motivated for some specific duty or works. According to Guay et al. (2010) intrinsic motivation refers to motivation that is energetic to by individual attentiveness, enjoyable and is usually various from extrinsic motivation which is operated by strengthening eventuality. Extrinsic motivation is an idea that affects whenever an activity is complete in direction to achieve some distinguishable results. Its transactions with the external surroundings means what the organization has to suggestion. According to Herzberg (1968) expressed that extrinsic motivation frequently mention to work features that are outside to the job themselves, given that incentive like pay , promotion , job security and funds sufficiency. In other aspect extrinsic motivation contain with the more figurative benefits in relations of customer appreciation and communal endorsement and other community supports.

Appraisal of this measurement imitates a workers want for the satisfaction of public desires from the effort doings. Thus extrinsic motivation is disparities with intrinsic motivation. Let suppose a schoolchildren do his or her exercise only because he worries parent permissions for not responsibility it's extrinsically motivated because he is deed his work in instruction to achieve the distinguishable results of ducking endorsements. It can happens by the providing of benefits which can be also touchable like grades, money and privilege and impalpable like praise. The extrinsic facet of employee motivation is apprehensive with the quality positioned on substantial remuneration at effort. Extrinsic or material rewards provided by the organization that are tangible and visible to others (Bellenger and Wilcox 1984)).

Money: Akintoye (2000) asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success. Katz, in Sinclair, et al. (2005) demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance. For instance, if an employee has another job offer which has identical job characteristics with his current job, but greater financial reward, that worker would in all probability be motivated to accept the new job offer. Banjoko (1996) states that many managers use money to reward or punish workers. This is done through the process of rewarding employees for higher productivity by instilling fear of loss of job (e.g., premature retirement due to poor performance). The desire to be promoted and earn enhanced pay may also motivate employees.

Staff Training: No matter how automated an organization may be, high productivity depends on the level of motivation and the effectiveness of the workforce. Staff training is an

indispensable strategy for motivating workers. The organization must have good training programme. This will give the employees opportunities for self-improvement and development to meet the challenges and requirements of new equipment and new techniques of performing a task.

Information Availability and Communication: One way managers can stimulate motivation is to give relevant information on the consequences of their actions on others (Olajide, 2000). To this researcher it seems that there is no known organization in which people do not usually feel there should be improvement in the way departments communicate, cooperate, and collaborate with one another. Information availability brings to bear a powerful peer pressure, where two or more people running together will run faster than when running alone or running without awareness of the pace of the other runners. By sharing information, subordinates compete with one another. Studies on work motivation seem to confirm that it improves workers' performance and satisfaction.

Job Satisfaction

Job satisfaction is important technique used to motivate the employees to work harder. It had often been said that "A HAPPY EMPLOYEE IS A PRODUCTIVE EMPLOYEE." A happy employee is, generally, that employee who is satisfied with his job. Job satisfaction is very important because most of the people spend a major portion of their life at their working place. Moreover, job satisfaction has its impact on the general life of the employees also, because a satisfied employee is a contented and happy human being. A highly satisfied worker has better physical and mental well being. Though it is a debatable point as to which one is the cause and which the effect is, but these are correlated to each other. In simple words, job satisfaction can be defined as the extent of positive feelings or attitudes that individuals have towards their jobs. When a person says that he has high job satisfaction, it means that he really likes his job, feels good about it and values his job highly. A few definitions of job satisfaction are quoted as follows:

According to Locke E.A. (1976), "Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience." According to Field man and Arnold, "Job satisfaction will be defined as the amount of overall positive affect or (feelings) that individuals have towards their jobs." According to Andrew Erin, "Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience job-dissatisfaction. " According to Keith Davis and Newstrom, "Job satisfaction is the set of favorable or unfavorable feelings with which employees view their work." We can say that job satisfaction is a result of employee's perception of how well their job provides those things which are viewed as important. In organizational field, job satisfaction is considered the most important and frequently studied attitude (Fisher, 1996: 156). The employees' turnover reflects dissatisfaction prevailing among the employees of the organization. If the employees are motivated and satisfied, turnover will be low since employees get what they need. (Kazmier and Leonard 1994:266) Job satisfaction is truly achieved through the application of different motivational mechanisms and in many cases the job itself plays an important role. In contemporary management, motivation has a great impact on employees' job satisfaction. (Dubrin 1998:265). Management of every organization must invest much on human resource by creating conducive working environment that motivates people. Job satisfaction, which is

directly influenced by motivational activities of the organization, is critically important to have a prosperous future (Lunkaster 2001:94).

Factors Influencing Job Satisfaction

There are a number of factors that influence job satisfaction. A number of research studies have been conducted in order to establish some of the causes that result in job satisfaction. These studies have revealed consistent correlations of certain variables with the job satisfaction. Some of the factors which affect job satisfaction are:

1. Organizational Factors

- a. **Salaries and Wages:** - Wages and salaries play a significant role in influencing job satisfaction. This is basically because of a few basic reasons. Firstly, money is an important instrument in fulfilling one's needs. Money also satisfies the first level needs of Maslow's model of satisfaction. Secondly, employees often see money as a reflection of the management's concern for them. Thirdly, it is considered a symbol of achievement since higher pay reflects higher degree of contribution towards organizational operations. Non monetary benefits are also important, but they are not as influential. One reason for that is that most of the employees do not even know how much they are receiving in benefits. Moreover, a few tend to under value their benefits because they do not realize their monetary value. The employees, generally, want a pay system which is simple, fair and in line with their expectations.
- b. **Promotion Chances:** - Promotional chances considerably affect the job satisfaction because of the following reasons: Firstly, Promotion indicates an employee's worth to the organization which is highly morale boosting. This is particularly true in case of high level jobs. Secondly, Employee takes promotion as the ultimate achievement in his career and when it is realized, he feels extremely satisfied. Thirdly, Promotion involves positive changes e.g. higher salary, less supervision, more freedom, more challenging work assignments, increased responsibilities, status and like.
- c. **Company Policies:** - Organizational structure and policies also play an important role in affecting the job satisfaction of employees. An autocratic and highly authoritative structure causes resentment among the employees as compared to a structure which is more open and democratic in nature. Organizational policies also govern the human behavior in the organizations. These policies can generate positive or negative feelings towards the organization. Liberal and fair policies usually result in more job satisfactions. Strict policies will create dissatisfaction among the employees because they feel that they are not being treated fairly and may feel constrained. Thus, a democratic organizational structure with fair and liberal policies is associated with high job satisfaction.

2. Work Environmental Factors

The work environmental factors include the following important factors:

- a. **Supervision:** - Supervision is a moderately important source of job satisfaction. There are two dimensions of supervisory 'styles which affect the job satisfaction: First is Employee Centeredness. Whenever the supervisor is friendly and supportive of the workers there is job satisfaction. In this style, the supervisor takes personal interest in employee's welfare. Second is Participation. The superiors, who allow their subordinates to participate in

decisions that affect their own jobs, help in creating an environment which is highly conducive to job satisfaction.

- b. **Work Group:** - The nature of the work group or team will have effect on job satisfaction in the following ways:
 - 1) A friendly and co-operative group provides opportunities to the group members to interact with each other. It serves as a source of support, comfort, advice and assistance to the individual group members. If on the other hand, the people are difficult to get along with, the work group will have a negative impact on job satisfaction.
 - 2) The work group will be even a stronger source of satisfaction when members have similar attitudes and values. In such a group, there will be less friction on day to day basis.
 - 3) Smaller groups provide greater opportunity for building mutual trust and understanding as compared to larger groups. Thus, the group size and quality of Inter-personal relations within the group play a significant role in worker's satisfaction.
- c. **Working Conditions:** - Good working conditions are desirable by the employees, as they lead to more physical comfort. People desire that there should be a clean and healthy working environment. Temperature, humidity, ventilation, lighting and noise, hours of work, cleanliness of the work place and adequate tools and equipment are the features which affect job satisfaction. While the desirable working conditions are taken for granted and may not contribute heavily towards job satisfaction, poor working conditions do become a source of job dissatisfaction. Simply because they lead to physical discomfort and physical danger.

3. Work itself:

The content of the work itself plays a major role in determining the job satisfaction. Some of the aspects of the work which affect job satisfaction are: i) **Job Scope:**- It provides the amount of responsibility, work pace and feedback. The higher the level of these factors, higher the job scope and higher the level of satisfaction. ii) **Variety.** A moderate amount of variety is very effective. Excessive variety produces confusion and stress and a too little variety causes monotony and fatigues which are dissatisfies. iii) **Lack of Autonomy and Freedom:** - Lack of autonomy and freedom over work methods and work pace can create helplessness and dissatisfaction. Employees do not like it when their every step and every action is determined by their supervisor. iv) **Role Ambiguity and Role Conflict:** - Role ambiguity and role conflict also lead to confusion and job dissatisfaction because employees do not know exactly what their task is and what is expected of them. v) **Interesting Work:-**

A work which is very interesting and challenging, and provides status will be providing satisfaction to the employees as compared to work which is boring and monotonous.

4. Personal Factors:

Personal attributes of the individuals also play a very important role as to whether they are satisfied at the job or not. Pessimists and people with negative attitudes will complain about everything including the job. They will always find something wrong in every job to complain about. Some of the important personal factors are: 1. **Age and Seniority:** - With age, people become more mature and realistic and less idealistic so that they are willing to accept available resources and rewards and be satisfied about the situation. With the passage of time, people

move into more challenging and responsible positions. People who do not move up at all with time are more likely to be dissatisfied with their jobs. 2. Tenure: - Employees with longer tenure are expected to be highly satisfied with their jobs. Tenure assures job security, which is highly satisfactory to employees. They can easily plan for their future without any fear of losing their jobs. 3. Personality: - Some of the personality traits which are directly related to job satisfaction are self assurance, self esteem, and maturity, and decisiveness, sense of autonomy, challenge and responsibility. Higher the person is on Maslow's needs hierarchy, the higher is the job satisfaction. This type of satisfaction comes from within the person and is a function of his personality (Bolton, 2001: 344-3490.)

Job satisfaction significance is connected to an individual getting enough extrinsic and intrinsic benefits to inspire the workers to stay and continue to expend a huge extent of period and accomplishing their responsibilities. Many scholars agree that job satisfaction has a direct effect on employee performance at numerous level in an organization. It is one of the most important broadly debated topics in organizational manners, organizational management, staffs and human capital management. According to Steijn, B (2002) job satisfaction is an enjoyable sensitivity that outcomes from the insight that one's job permit or achieve of one's personal work standards. A persons want to accomplish their quantifiable capital through the work completed intentionally or unintentionally. Job satisfaction is the amount to which employees think significantly about their work (Pool, S.W, 1997).

Job satisfaction is an emotive reply to ones work as well as the social and physical situation of the job environment. It is expected to be greater for a workers who observe an incentive involvement equilibrium in their connection with engaging organisation. In sum up job satisfaction is the outcomes of several arrogances influenced by a personnel toward his or her work. These job satisfaction attitude may be linked to work features such as job security, environment of work, salaries, and quick abstraction of complaints, job surroundings, and chance for advancement, and chances for involvement in decision building and other pleasure of marginal remunerations.

Employee Performance

According to the work of Landy (1985) and various other study work on efficiency of employees indicated the fact that individuals are satisfied with their work will have greater work performance, and thus greater job discharge than those who are not satisfied with their works. Further it is stated that workers are more likely turnover if they are not happy and less motivated to display better performance. The performance of highly satisfied and happy workers is higher so the organization easily achieved its desire goals and objective through this higher employee's participation. In the field of human resource individual performance is everything about the performance of workers in a company or an organization or a firm. For the organization or company workers performance is very essential to make every single struggle to support slight performers. But if the firm cannot motivate their workers successfully, so it's very difficult for a company to exit in the competitive environment of business (Ahmad, 2012). Performance is divided into five categories. Planning, developing, rating, monitoring and rewarding. In the first stage is planning, planning means to developing strategy, setting goals and delineation duty and timetable to complete the objectives. Monitoring is the continuously calculating presentation and providing enduring response to workers and effort collections on their improvement

towards accomplishment their objective. In developing stage the worker is speculative to increase any reduced performance that has been seen throughout the period surround one has been employed at the firm. Rating brief the whole performance of workers. This phase is calculated to reward and distinguish exceptional behaviours such as that which is better than probable. Employee performance is basically influenced by ability, working setting and motivation. Creativity cannot be instituted without the involvement of employees (Liu, C.H, 2013).

According to Ottenbacher & Harrington (2007) suggested that for organizational creativity and innovation employees play a vital part in the organization. This these innovative workers are foundation of economic benefit in the organization. Motivation impact individual's performance in the organization by providing or giving different kind of incentive and rewards. Performance of individuals is deliberated as what a personnel does and what he does not do. Individual's performance involves quantity and quality of productivity, existence at effort, accommodative and co-operative nature and timelines of results. Individual's performance is essentially prejudiced by motivation as if workers are satisfied or motivated than they will do work with more effort and by which performance will finally increase (Azar & Shafiqhi, 2013). Rewards and incentive are essential for employees to shift the displeasure into pleasure. Mehmod (2013) also describe in his study that when workers are happy than they will do the job with more importance and try to will do better work which will lead to good performance. Motivated workers are more concerned towards self-sufficiency and are more self-driven is compare to low motivated workers. Moreover, motivated workers are extremely participate and elaborate in their job and work and are more eager to proceeds duties (Kuvaas & Dysvik, 2009). Reasonable wages or salary also an appreciated element and play a significant role to improve workers performances and also improve the productivity of an organization. Individual performance is a usual of behaviours which employees display in associations to his work (Rashidpoor, 2000).

Performance is an important assessment for companies so that the company's sustainability can be guaranteed (Zhang, 2010). Employee performance includes behavior that is under control but provides limits for irrelevant behavior (Dewettinck & van Ameijde, 2011). Meanwhile, the performance also assesses the active role of employees in carrying out obligations according to the formal contract given to them by the company (Biswas, 2009). Employee performance is divided into task performance and performance behavior. This behavior involves factors related to work. In the workplace, employee behavior is reflected in instantaneous behavior and extra roles. Behavior also consists of positive and negative behavior. The existence of employee performance appraisals can increase motivation and encourage them to be actively involved in innovative programs, and make it easier to reach the desired goals (Minavand & Lorkojouri, 2013). Employee performance appraisal provides feedback, and programs are prepared to improve performance that can help employees develop skills to maximize their potential (Cascio, 2014; Susanto et al., 2020). Employees with high perceived organizational support (POS) indicate that they have a greater responsibility which collectively helps the organization achieve its goals, increases rewards for key performance, and such Managers and employees may also view performance differently based on cultural and cross-cultural diversity in the definition and interpretation of performance. Thus, with an individualistic culture, stress will affect individual efforts and outcomes, demanding objective and measurable performance criteria. Managers expect much higher performance in both

quality and quantity, longer hours, greater responsibility, and less demand for various types of rewards. The company's business strategy to get the best performance recognizes the need for talented managers who are ready to see opportunities. Therefore, currently, the organization continues to concentrate on implementing HR practices and methods that can create good performance through improving the quality of employees, such as both formal and informal training, compensation, teamwork, career development, and others (Hapsari et al., 2021; Mangaleswaran & Thevanes, 2018). The concept of numerical performance has not been able to explain performance systems and faces obstacles when used for direct qualitative evaluation and requires resources to handle even challenging tasks and situations (Huo, 2012). Managers perform their functions to support people development and employee performance, as well as to enable a positive work context and co-worker relationships. Therefore, a study is needed to ascertain whether having such enthusiasm can also be beneficial for employee performance and what mechanisms are related to passion (Ho et al., 2011). The broader concept encompassing various activities in which organizations seek to assess employees and develop their competencies, improve performance and distribute rewards is the concept of employee performance management (Decramer et al., 2012). Inherent knowledge capacity can be poured into the work so that it can affect employee performance (Smith-Crowe et al., 2003). Such employees are generally anxious about their work, performance, and relationships with coworkers. In addition, some of them have poor performance. Poor performance conditions also weaken resistance to various changes (Liu et al., 2012). Performance management is consistently among the lowest areas. However, performance management is the main process to get the job done. This is how organizations communicate expectations and encourage the behavior to achieve important goals for development programs or other personnel actions. One example of a management program in carrying out work alignment is to implement a work from the home system for workers, including adjustable working hours, work and rest balance, and suggesting better performance appraisals. Employee performance can be assessed on two scales: performance in roles and assistance as the main dimensions of OCB. Employee performance is assessed by participants and colleagues at work (Yurchisin & Park, 2010; Kattenbach et al., 2010). Companies with high commitment and high performance are ready to provide sustainable performance because they need to develop the next organizational pillars: 1. Performance alignment; 2. Psychological harmony; and 3. Capacity to learn and change.

Relationship between Motivation and Job Satisfaction

Motivation which is a drive or push that energizes the individual to work harder and at the same time be satisfied with the job has been proved to have significant effect on job satisfaction of employees. It is true that motivated employees are more likely to be satisfied with their job, and this, in turn, will have effect on their achievement, performance and organizational success. A school of organizational psychologists consider satisfaction to be the final result of the motivation. The implication of this is that a highly motivated employee is said to contribute more in order to achieve organizational goals and in turn is satisfied with his or her achievements/rewards from doing so; hence motivation of employee is highly related to job satisfaction (Ahmad et al., 2014) Most of the empirical studies found motivation and job satisfaction to be positively correlated, while hostile work environment is seen as a demotivational factor in the work place (Babalola & Nwalo, 2013). Adeoye & Fields (2014)

conducted a study on compensation management and employee job satisfaction in Nigeria; they discovered that compensation management affect job satisfaction (motivation,) financial compensation and non-financial compensation and employees' job satisfaction. This implies that both financial motivation such as salary, regular promotion and other fringe benefits and non-financial motivation such as good working environment, recognition among others are important factors in determining the job satisfaction of librarians. Jehanzeb et al. (2012) investigated the impact of rewards and motivation on job satisfaction in Saudi Arabia with 568 employees participating in the study, through questionnaire as the instrument for data collection. The researchers used regression analysis to conduct the research so as to test the relationship between rewards, motivation and job satisfaction. The findings revealed that rewards have positive significance on motivation, and that motivation is positively related to the job satisfaction, and that rewards have a positive significant effect on job satisfaction.

The affective commitment occurs when an employee has a strong emotional attachment to one's job in an organization. The individual is most likely to have strong belongingness with the organization and its goals. If one is enjoying the work, he is likely to feel good and be satisfied with the job. The satisfaction at work is expected to have a feeling of affective commitment. Continuance commitment occurs when the employee tends to analyze the gains and losses in case of leaving the organization. Employees may be attracted to continue in the same organization as gains are more than the loss that individuals might experience by leaving an organization. These perceived losses may be in the form of loss of salary or benefits. Employees may also be deprived of career advancements. The situation may aggravate with age and experience. This can result in decreased employee commitment. But if an individual is successful in an organization then he is likely to experience more continuance commitment. Normative Commitment is related to the sense of employee obligation towards the organization. Employees prefer to stay in an organization even though they are not satisfied with the job. They consider it a 'right' thing as they have invested in learning in an organization. The other reasons may be the advance payment to an employee or a strong sense of loyalty.

Effect of Motivation on Employee Performance

Motivation is necessary for employee performance. If people do not feel inclined to engage themselves in work behavior, they will not put necessary efforts to perform well. However performance of an individual in the organization do not only depends on motivation instead there other factors besides the level of motivation which include abilities, sense of competence, role perception and resources. Motivation seems to be one of the most important tools for increases productivity and retaining employees. Organizations that design motivation systems are not only meant to encourage employees to perform in the most effective way but also to attract potential candidates. One of many ways to motivate and retain employees is by giving traditional rewards and monetary benefits, compensation incentives to reward good performance (Memmott and Growers, 2012).

THEORETICAL FRAMEWORK .

Hygiene Theory (Herzberg 1968):

This is motivational theory developed by Fredrick Herzberg who conducted intensive study on the experience and feelings of about 200 engineers and accountants in nine different companies in United State of America concerning their previous jobs. Theorist found that there

were two categories of needs essentially independent of each other affecting behavior in different ways thus are maintenance or hygiene factor and motivational factors. Hygiene Factors these include several factors like company policy and administration, technical supervision, interpersonal relationship with peer and subordinates, salary, job security, personal life, working conditions and status. These are not intrinsic part of a job, but they are related to conditions under which a job is performed. They produce no growth in a workers output they only prevent losses in workers performance due to work relations. These maintenance factors are necessary to maintain reasonable level of satisfaction of employees, increase beyond this level will not provide any satisfaction while decrease below this level will dissatisfy employees. Motivational factors are capable of having positive effect on job satisfaction often resulting in an increase in one's total output. These include achievement, recognition, and advancement, work itself, possibility of growth and responsibility. Most of these factors are related to job contents. An increase in these factors will satisfy the employees; however any decrease will not affect their level of satisfaction. Since these increase the level of satisfaction of employees may be used in motivating them for higher output. Implication of Herzberg model is based on the fact that most of the people are able to satisfy their lower order needs considerably. The model has been applied in the industry and has given several new insights. One of the insights is job enrichment which involves enrichment of jobs in such a way that they have more motivators than before, the idea behind job enrichment is to keep maintenance factor constant or higher while increasing motivational factors (Orizu, Chigozie and Ohanyere 2023). The theory alerts human resource managers that an employee cannot be motivated by a single motivation factor instead a combination of intrinsic motivation factors like promotion, career achievement, recognition as well extrinsic factors such as salary, medical benefits, transport benefits and working condition are required to achieve better performance

Empirical Review

Different researchers have made study concerning the effect of motivation on employee performance and came up with some findings that helped to draw conclusion as elaborated here under. Orasa (2014) made a study on the effect of motivation factors on employee job performance in public health care facilities at Ilemela in Mwanza region using descriptive methodology and presented the following findings; there were low motivation among health workers, some employee were intrinsically motivated and some were poorly motivated using extrinsic motivators. Another study was conducted by Bushiri (2014) on the impact of working environment on employee's performance using qualitative and quantitative methodology at Institute of Finance Management in Dar es salaam and came up with the following findings that there were positive relationship between working environment and employee's performance. The undertaken study will be different from the previous study as it is going to consider various factors of motivation instead of looking on single factor of working environment. Third study conducted by Mbogo (2013) concentrated on impact of motivation on employee performance in public services in Tanzania in Ilala Municipality using Statistical Package for Social Studies and presented that there were positive relationship between motivation and employee performance where wage was identified as the most motivating factor. Furthermore Mohamed (2013) conducted a study on the influence of motivation on job performance among primary teachers in public schools in Kongwa District Council using Statistical Package for Social

Studies and drawn conclusion that there were no significant relationship between motivation and teacher's job performance as teachers performance is influenced by many factors. Mruma (2013) conducted a study on effect of motivation factors on teacher's performance in Tanzania education institutions in Nyamagana District using qualitative and quantitative methodology and found that teachers are mostly motivated by intrinsic factors. Thomas Nwosu (2012) undertaken the study on effects of motivation on employee performance specifically in Nigeria commercial bank- Lagos zone using qualitative and quantitative to analyze data and found that there were positive relationship between motivation and employee performance. Also Matsei (2008) conducted the study on the impact of motivation on employee performance at Metsimaholo district hospital in Sasolburg using descriptive data analysis and concluded on existence of positive relationship between motivation and employee performance. Salfiya and Maharooof (2011) conducted a study on the impact of motivation on workers performance focusing on District and Divisional secretariat in Ampara District using correlation and regression to analyze data and found strong positive relationship between motivation and employee performance. Albeit (2015) conducted the study on the role of motivation on employee performance at Victoria commercial bank in Kenya using correlation and regression to analyze data and concluded that there positive relationship between motivation and employee performance. Brown and Shepherd (1997) examine the characteristics of the work of teacher-librarians in four major categories: knowledge base, technical skills, values, and beliefs. He reports that they will succeed in meeting this challenge only if they are motivated by deeply-held values and beliefs regarding the development of a shared vision. Vinokur, Jayarantne, and Chess (1994) examine agency-influenced work and employment conditions, and assess their impact on social workers' job satisfaction. While Colvin (1998) shows that financial incentives will get people to do more of what they are doing, Silverthron (1996) investigates motivation and managerial styles in the private and public sector. The results indicate that there is a little difference between the motivational needs of public and private sector employees, managers, and non-managers.

Mathieu and Zajac (1990) found that job satisfaction yielded significant correlations with organization commitment. By using meta-analysis, they found that job satisfaction has direct influence on level of organizational commitment. Latham (2007) observes that challenging jobs appear to increase job satisfaction directly and independently of goal setting. Goal achievement, however, also affects job satisfaction. Furthermore, according to Lather and Jan (2005) learning new skills and competency opportunities increase the satisfaction and moral of the employees however it is realized that the important effect on the motivation and job satisfaction is created by goal achievement. According to Cohen and Lowenberg (1990) the high performance is indicated by satisfaction.

Lastly Faraji (2013) commenced the study on the role of motivation on employee work performance in public organisation at National Development Corporation using correlation to analyze data and found strong relationship between motivation and employee performance. From empirical works reviewed many researchers have tried to show the relationship between motivation and employees' performance but leaving out what hinder motivation practice in organisation setting though of its importance therefore suggesting a need for further research.

METHODOLOGY

Research Design

The study adopted mixed research design approach where quantitative design was purposely for assessing the Impact of motivation and Job Satisfaction on employees' performance with the use of inferential analysis techniques including correlation and multiple regression.

Area of the Study

This study was conducted at Central Bank of Nigeria, Awka Branch as a public office.

Population of the Study

The population of the study comprises of 133 employees of Central Bank of Nigeria, Awka Branch. This covers a total of all employees of Central Bank PLC, Awka Branch.

Sample Size

Considering the size of the population, the total number 133 was used as the sample size. Census sampling technique was used because the entire population is relatively small and manageable.

Variable and Measurement Procedures

This part describe on how variables under this study was measured to accomplish intended objectives;

Attendance was tracked to check employee consistently showing up late, leaving early or taking an unusual number of sick days which may likely result to employees not showing their full potential. Poor attendance can be caused by any number of things including a lack of motivation. Absenteeism always put extra pressure on other employees who have to make up for missing coworkers.

Efficiency was checked by tracing employee's ability to complete their work on time. Employees should have ability to work to complete work in a given time using available resources. Also they should be able to prioritize to get things done as efficiently as possible. This would be achieved using group and individual accomplishment method.

The quality of work under this study is going to be measured through number of task completed without errors or number of task rejected by supervisor and clients. It is important to measure quality of work as motivated and engaged employees are likely to perform better their jobs.

Initiative and innovative will involve tracing employee ability to bring new working practices and ask what's needed. It is important to check for employees initiative and innovative because it is a sign of employee satisfaction and engagement.

Data Analysis

In this study correlation technique was used to test the nature and strength of association between motivation and employee performance variables using multiple linear correlation coefficient (r) and Multiple linear regression technique will be used to test cause-and-effect relationship between motivation and employee performance variables under the following equation

$$Y = \alpha + \beta_1 S11 + \beta_2 Tr2 + \beta_3 Md3 + \beta_4 Ext4 + \beta_5 Ca5 + \beta_6 Pr6 + \beta_7 Rec7 + \mu$$

Where;

Y= Employee performance

α = Constant

β = Regression coefficient

S11= Salary

Tr2= Transport allowance

Md3= Medical Benefits

Ext4= Extra duty allowance

Ca5= Career achievement

Pr6= Promotion Benefits

Rec7= Recognition

μ = Level of confidence

DATA PRESENTATION, ANALYSIS AND DISCUSSION

Descriptive Statistics

In order to examine the impact motivation and job satisfaction on employee performance and characteristics of respondent variables, analysis of variance (ANOVA) was conducted. This section shows the response rate, gender of respondents, age of respondents, respondent's designation level of education, and respondent work experience at Central Bank of Nigeria.

Response Rate

Table 1 summarizes information about respondent rate where sample size of the study was 133 employees' from Central Bank of Nigeria, Awka Branch. 133 questionnaires were distributed to employees but only 95 respondents returned given questionnaires. This indicates that 71.5% of the target sample filled and returned questionnaires. According to Mugenda and Mugenda (2003), a response rate of 50% and above is recommended for data analysis. Therefore, the response rate of 71.5% was considered adequate for analyzing the data in this study.

Table 1. Response Rate

	Frequency	Percent (%)
Number of questionnaires issued	133	100
Number of respondents who answered Questionnaires	95	71.5%
Number of respondents who did not fill in the questionnaires	35	28.5%

Source: Field Data (2025)

Table 2. Motivation tools offered at CBN

Motivation tool	Strongly Disagree	Disagree	Neither Agree/Disagree	Agree	Strongly Agree
Salary	18.9%	16.8%	24.2%	13.7%	26.3%
Transport Benefits	24.2%	24.2%	18.9%	16.8%	15.8%
Medical Benefits	17.9%	13.7%	24.2%	26.3%	17.9%
Extra duty Allowance	24.2%	18.9%	22.1%	16.8%	17.9%
Carrier achievement	27.4%	24.2%	18.9%	12.6%	16.8%

Promotion	13.7%	13.7%	23.2%	27.4%	22.1%
Benefits					
Recognition	20.8%	25.3%	23%	20.2%	10.8%

Source: Field Data (2025)

Adequacy of Motivation Package

Employees were asked whether the motivation package available at CBN is adequate to motivate them. Findings from Table 4.8 show that 55.8% of employees responded that the package is not adequate while 43.2% agreed that the package is adequate. With greater percentage of employees' who does not agree imply that motivation package of the CBN is inadequate therefore the CBN management should review motivation policy to enhance the package. This findings are similar to Faraji, (2013) who also found inadequate motivation practice in public school and recommended that there is a need to improve motivational prospect by providing fair and transparent rewards which are multiple to market pay so that to improve employees' motivation.

Table 3. Responses on the adoption of sustainable agricultural practices

	Frequency	Percent	Cumulative percent
Yes	41	43.2	43.2
No	53	55.8	98.9
Missing	1	1.0	100
Total	95	100	

Source: Field Data (2025)

Correlation Analysis

Correlation results indicate existence of positive relationship between salary and employees' performance. This implies that the increase in salary will also increase employee performance. The strength of correlation is 0.589, which confirm that the two variables have strong positive correlation, this is according to Pearson' r Correlation +0.40 to +0.69 it is strong positive relationship.

Also the relationship between transport benefits and performance is positive. This implies that the increase in transport benefits will also increase employee performance. The strength of correlation is 0.421, which confirm that the two variables have strong positive correlation, this is according to Pearson' r Correlation +0.40 to +0.69 it is strong positive relationship.

The relationship between medical benefits and performance is positive relationship which implies that the increase in medical benefits will also increase employee performance. The strength of correlation is 0.395, which confirm that the two variables have moderate correlation, this is according to Pearson r Correlation +0.3 to +0.39 it is moderate correlation.

The relationship between support in carrier achievement and employees' performance is positive. This implies that the increase in support for carrier achievement will also increase employee performance. The strength of correlation is 0.562, which confirm that the two

variables have strong correlation, this is according to Pearson' r Correlation +0.40 to +0.69 it is strong positive relationship.

Also the same table shows that the relationship between promotion and performance is positive. This implies that the increase in promotion benefits will also increase employee performance. The strength of correlation is 0.672, which confirm that the two variables have strong correlation, this is according to Pearson' r Correlation +0.40 to +0.69 it is strong positive relationship.

Lastly the relationship between employees' recognition and performance is positive. This implies that the increase in recognition practice will also increase employee performance. The strength of correlation is 0.407, which confirm that the two variables have strong correlation, this is according to Pearson' r Correlation +0.40 to +0.69 it is strong positive relationship.

Findings and Recommendations

The study revealed that CBN Awka Branch employees were unhappy with present motivation package because of package inadequacy. Majority of employees regarded their salary and allowances to be underestimated when compared with education level and responsibilities given. This necessitates salary review in public sector to reflect employees education level, given responsibility as well as current economic environment which may help provision of reasonable extrinsic motivation that may improve employees performance.

The study revealed little recognition of human resources as a core resource within the organization. The situation has resulted to poor intrinsic motivation including lack of recognition for achievement and poor working environment. Intrinsic motivation has a great role in performance therefore management should adopt mixed motivation approach which incorporate intrinsic and extrinsic motivation thus may enable employees to perform at high level. However this may be greatly achieved through management having positive attitude towards human resources which may improve employees' recognition and involvement.

The study also found that the organization does not have its own motivation policy instead CBN relay on general policy (Nigeria Public Service pay policy). Because the generality of this policy has resulted into grievances on motivation issues as there is no definite way of putting into practice a particular policy within CBN environment. Management should take immediate measures to work on general policy and develop its own policy that will suit its environment to cutter for existing grievances as well as to improve employees' morale and performance.

The study found that there were no staff training and development program which resulted into lack of training opportunities as well as employee developing them in their own interest. Management is advised to take immediate measures to develop effective training program that will help to strengthens job-related skills and competencies and help employees keep up with changes in the workplace as well as improving employees' performance.

REFERENCES

- Adams, S. (2007). *Managing people in organisation, Contemporary theory and practices*. Cultural Human Resource Council, London: Palgrave Macmillian.

- Albeit, M. (2015). The role of motivation on employee performance. A case of Victoria commercial bank of Kenya. Unpublished MBA Dissertation, Chandria School of Business. Nairobi, Kenya.
- Akintoye, I.R. (2000). The place of financial management in personnel psychology. A Paper Presented as Part of Personnel Psychology Guest Lecture Series. Department of Guidance and Counselling, University of Ibadan, Nigeria.
- Alderfer CP (1969). An empirical test of new theory of human need. *Organ. Behave Hum. Perf.*, 4(1): pp. 142–175.
- Azar, M & Shafighi, A. (2013). The Effect of Work Motivation on Employees' Job Performance: *International Journal of Academic Research in Business and Social Sciences*, Vol. 3, No. 9 ISSN: 2222-6990. *International Journal of Academic Research in Business and Social Sciences* 2016, Vol. 6, No. 9 ISSN: 2222-6990 308 www.hrmars.com
- Ahmad, M. Wasay, E. & Malik, S. (2012). Impact of Employee Motivation on Customer Satisfaction: Study of Airline Industry in Pakistan: *Interdisciplinary Journal of Contemporary Research in Business*, Institute of Interdisciplinary Business Research, Vol. 4, No. 6.
- Bellenger, D.N. Wilcox, J.B. & Ingram, T.N. (1984). "An examination of reward preferences for sales managers". *Journal of Personal Selling and Sales Management*, 4(2), 1 – 6.
- Broussard, S. C. & Garrison, M. E. B. (2004). "The relationship between classroom motivation and academic achievement in elementary school-aged children". *Family and Consumer Sciences Research Journal*, 33(2), 106–120.
- Bushiri, C. (2014). The impact of working environment on employee's performance. The case of Institute of Finance Management in Dar es Salaam. Unpublished MHRM Dissertation, Open University of Tanzania.
- Daniel, W. W. (1999). *Biostatistics, A foundation for analysis in the health science*. 7th Edition. New York: John Wiley & Sons.
- Dawson, C. (2002), *A practical guide to research methods*, a user friendly manual for mastering research techniques and projects. 3rd Edition, How to Books Ltd., Oxfordshire
- Faraji, J. (2013). The role of motivation on employees work performance in public organization. A case of National Development Corporation. Unpublished MHRM Dissertation, Open University of Tanzania. Dar es Salaam, Tanzania
- Gouws, A. (1995). "Die verwantskap tussen motivering en werkstevredenheid van 'n groep inligtingspesialiste (The relationship between motivation and job satisfaction of a group of information specialists)". M.Bib. dissertation, Rand Afrikaans University, Johannesburg.
- Guay, F., Chanal, J., Ratelle, C. F., Marsh, H. W., Larose, S., & Boivin, M. (2010). "Intrinsic, identified, and controlled types of motivation for school subjects in young elementary school children". *British Journal of Educational Psychology*, 80(4), 711–735.
- Habibah A. & Noran Fauziah, Y, "Job Motivation and Job Performance: Case of Recipients for Excellent Service in a Higher Education 1", *Malaysia Management Review*. <http://mgv.mim.edu.my/mmrsearch/9906/990608.htm> International

- Journal of Academic Research in Business and Social Sciences 2016, Vol. 6, No. 9 ISSN: 2222-6990 309 www.hrmars.com
- Harrington (2004). Management: Santiago: Free Press
- Herzberg, Frederick. (1968). "One More Time: How Do You Motivate Employees?". Harvard Business Review 46 (1): pp. 53–62.
- Herzberg, F., Mausner, B. and Snyderman, B. B. (1960). The Motivation to work. 2nd Edition. New York: John Wiley & Sons.
- Hooper, D. (Ed.) (2012). Exploratory Factor Analysis, Approaches to Quantitative Research- Theory and its Practical Application: A Guide to Dissertation Students. Cork, Ireland: Oak Tree Press.
- Kothari, C. R. (2004). Research Methodology, Methods and Technique. 2nd Edition. New Delhi: New Age International (P) Ltd Publishers.
- Kuvaas, B. & Dysvik, A. (2009). “Perceived investment in Employee Development, intrinsic Motivation and Work Performance”, Human Resource Management Journal, 19(3), pp. 217 –236.
- Landy, F.J. (1985). Psychology of Work Behavior. Chicago, IL: The Dorsey Press.
- Liu, C.H. (2013). The processes of social capital and employee creativity: empirical evidence from intraorganizational networks. The International Journal of Human Resource Management, pp: 1-17.
- Locke, E.A. (1976). “What is Job Satisfaction?”. Organizational Behaviour and Human Performance. 4, pp. 309-336.
- Maslow, A. H. (1954). Motivation and personality. New York: Harper. Robbins, S. (2001). Organizational Behavior. (9th ed.). New Jersey: Prentice Hall Inc.
- Matsei, T. (2008). The impact of motivation on employee performance at level one district hospital, A case of Metsimaholo district hospital in Sasolburg. Unpublished MBA Dissertation, North-West University. Sasolburg, South Africa
- Maduagwuna I.A., Prof. S.A. Anah, Dr. Ohanyere C.P. (2023) Employees’ Commitment and Organisational Performance in Onithsa North & South Local Government Area, Anambra State. Academia Networks International Journal of Management Studies 8(4);203-220 August 2023
- Mbogo, A. (2013). Impact of motivation on employee’s performance in public services in Tanzania: A case study of Ilala Municipality in Dar es Salaam. Unpublished MHRM Dissertation, Open University of Tanzania. Dar es Salaam, Tanzania.
- Memmott, L. and Growers, S. (2002). Retaining and Motivating Employees. Washington DC: WSU Publishers.
- Mgimba, B. T. (2013). The effectiveness of motivation on job performance in Tanzania construction sector. The case of suma JKT. Unpublished MHRM Dissertation, Open University of Tanzania. Dar es Salaam, Tanzania
- Mruma, J. M. (2013). Effect of motivation factors on teacher’s performance in Tanzania education Institutions: A case of public secondary schools in Nyamagana District Council. Unpublished MHRM Dissertation, Open University of Tanzania. Dar es Salaam, Tanzania.
- Mugenda, O. M. and Mugenda, A. G. (2003). Research methods; Quantitative and Qualitative Approach. Nairobi: ACTS Press.

- Obinwune, C.A, Dr. Ohanyere C.P. Prof. Anah S.A (2023) Occupational Health and Safety Management Practice and Employee' Productivity of Lubricant Firms in Anambra State, Nigeria. ARCN Journal Africa Research Publication & Research ISSN: 23609923, Vol. 13, Issue 3, August 2023
- Ohanyere C.P. (2022) Influence of Business Environment on Organisational Performance: A Study of Selected Hotels in Awka, Anambra State. JETMAE Vol 4(1): 132-142, June, 2022
- Ohanyere C.P., Atueyi C.L. and Ibekwe A.O. (2019) Impact of Human Capital Development on Economic Sustainability in Nigeria. International Academy Journal Business Administration Annals, Vol. 7, Issue 1, pp 68-77
- Ohanyere C.P., Prof. C.D Ngige. & Dr. C.J. Jacobs (2021) Effect of Training on Organizational Performance of Small And Medium Scale Enterprises In Anambra State, Nigeria. International Journal of Management and Entrepreneurship (UME) Vol 3, No. 1, COOU 2021. Pg 67-75
- Omollo, P. A. (2015). Effect of motivation on employee performance of Kenya Commercial Bank: A case study of Kenya Commercial Bank in Migori County. Unpublished MHRM Dissertation, Kenyatta University. Nairobi, Kenya.
- Orizu, Chiagozie Henry, Dr. Ohanyere C.P, Dr. Chineze J. ifechukwu-Jacobs (2023) Participation Management and Employee Productivity in Agro-Entrepreneurship Firms in Anambra State
- Ottensbacher, M. & R.J. Harrington. (2007). The innovation development process of Michelin-starred chefs. International Journal of Contemporary Hospitality Management, 19: 444–460.
- Pool, S.W. (1997). The relationship of job satisfaction with substitute of leadership, Leadership Behavior and Work Motivation.
- Nwosu, T. (2012), Effects of motivation on employee performance, a case study of 64 Nigerian commercial bank, Lagos. Unpublished MBA Thesis, Kwame Nkrumah University of Science. Kumasi, Ghana
- Pinder, C. (2008). Work Motivation in Organization Behavior. New Jersey: Prentice Hall International.
- Rashidpoor, M. (2000). Correlation analysis of organizational commitment and job performance of calculating organization personnel”, Unpublished M.Sc. Thesis, Governmental Management Education Center, p.180.
- Robinson, D., Hooker, H., & Hayday S. (2007). Engagement: The Continuing Story. Institute for employment studies.
- Salfiya, M. and Mahroof, A. (2011). The impact of motivation on workers performance, a case of district and divisional secretariat in Ampala District. Unpublished MBA Dissertation, South Eastern University of Sri Lanka. Ampala, Sri Lanka.
- Surbhi, S. (2012). Effect of Motivation on employee performance and Organizational Productivity. Journal of Applied Management & Computer Science, 1.
- Sara, P, Locke, E. and Luthans, F. (2004) Job satisfaction and Promotion. Social science network. 1, 5-7.

Spector, P.E. (2003). "Industrial and organizational psychology – Research and practice (3rd edition)". New York: John Wiley & Sons, Inc.

Steijn, B. (2002). HRM and job satisfaction in the Dutch public sector. Paper presented at the EGPA Conference in Potsdam, study group on Public Personnel Policies.