**STAFF MOTIVATION AND ITS EFFECTS ON PUBLIC SERVANTS PRODUCTIVITY IN NNAMDI AZIKIWE UNIVERSITY TEACHING HOSPITAL, NNEWI, ANAMBRA STATE, NIGERIA**

**Abstract**

Every organization, whether public or private, needs people to carry out daily operations as employee productivity directly affects how successful an organization is. When employees are motivated, they perform at their best; regrettably, the level of public servant productivity has drawn a lot of criticism. Due to the nation's current dire economic position, it is nearly impossible for people to make ends meet; they appear to live day by day without any thought of the future for either themselves or their children. Against this background, the study is focused on examining how motivation affects the productivity of public servants at Nnamdi Azikiwe University Teaching Hospital in Nnewi, Anambra State. The study is descriptive research, which recruited 100 healthcare professionals from the hospital's general outpatient department. Questionnaire was the tool used to collection responses from the respondents. The reliability of the questionnaire was determined to be r = 0.82. According to the findings of the study motivation can improve employees’ productivity and influences them to put in more effort in their organization. Mechanisms the organization can use to motivate employees to give their best during the working period include education sponsorship, benefits, fair wages, praise and reward. In conclusion, the analyses carried out showed that staff motivation has significant influence on organizational productivity in Nnamdi Azikiwe University Teaching Hospital, Nnewi, Anambra State.

**Key words: Motivation, Productivity, Employee, Public Servant, Healthcare workers.**

**1.1 Introduction**

Every organization, whether public or private, needs employees to carry out its daily operations since the success of the organization depends greatly on the productivity level of the employee. For employees to perform at their highest level, they need to be motivated. Without employees, no organization could continue to exist. Employees have needs, desires, reasons, and expectations, and when those needs are not met in the quantities needed by employees, tension or an imbalance can result. Abraham Maslow (1943) claimed that people are never truly fulfilled. They never stop seeking to satisfy wants, and each accomplishment seems to serve as a launch pad for new endeavors. As stated in the theory of hierarchy of basic human needs, there are seven categories of needs: physiological needs, safety needs, social needs, esteem needs and self-actualization, understanding needs and aesthetic needs. Maslow opined that employees are only motivated when their demands are met at all times. Jordan et al. (2019) defined employee motivation as “a set of energetic forces that are originated both within and beyond an individual’s being, to initiate work-related behavior and to determine its form, direction, intensity, and duration”. Employee motivation is the driving force behind a series of actions that, in turn, result in the accomplishment of particular goals. It impacts the arousal, direction, and maintenance of actions important to the workplace; it is a stimulant desire and willingness to work in one's locomotion (Mulyani et al., 2019). The degree to which a person is willing to work for an organization has a significant impact on his productivity. The productivity of public servants is what propels an organization's expansion and production. Due to the direct impact it has on an organization's earnings, it is so crucial that it can actually predict how much money the company will make and lose. Public employees that work efficiently do more tasks in a given amount of time, which saves their employer money, time, and labor. When an employee's productivity is low, the task they are assigned takes them longer to do, which costs the company more money because of their low productivity. Almaamari and Alaswad (2021) defined productivity as the joint and shared effort done by both employees and managers for the aim of enhancing the performance of each individual. Being productive is a state of mind. It is a mindset of advancement and continuous enhancement of that which already exists. It is the assurance that one can consistently improve on yesterday's performance. It is constant adaptation of the economic and social life to changing conditions. It is the ongoing effort to use new methods and approaches. It is the faith in human advancement. Every organization wants to improve production or make sure that input equals output; as a result, employers are placing more value on workers’ productivity. People are undoubtedly an organization's most valuable asset, particularly in low-tech, laborintensive industries like construction; nonetheless, people are sometimes the most challenging asset for firms to ,m manage. People, unlike tangible assets, have unique needs that must be satisfied and behaviors that must be regulated if they are to contribute to the growth and development of a company (Okine et al., 2021). A corporation can have a nice manager, a strong vision, and a good cause; yet, if the employees are neglected, the organization is basically in turmoil. High level of employee productivity provides an organization with various advantages, for instance, it leads to favorable economic growth, large profitability and better social progress. Moreover, increased productivity typically maximizes an organization's competitive edge through cost savings and an increase in high-quality output. When staff in public organization is not positively induced by way of motivation, productivity no doubt is bound to be affected negatively. Insufficient motivational strategies in the public sector might prevent organizations from reaching their objectives. It is believed that employers will provide the required incentives if they want their staff to perform well and produce efficiently. If this is done, the issue of low staff productivity would be greatly reduced. This implies that if employees are motivated, their morale will be high and the level of performance and efficiency will be significantly improved, increasing the overall level of performance of the organization. Furthermore, the first challenging step a manager takes is to motivate employees to assist public sector in achieving its goals and their own personal goals. If employees are not satisfied with their jobs due to poor motivation, they will not function effectively to achieve public service objective. This, however, is usually a very difficult task for managers; thus, they need the skills as well as understand the applicable ways to transfer concepts of motivation to everyday work life and practice (Olugboyega, 2023). The employees in public services are considered to aid in the implementation of government policies, and offer some essential services for effective national governance. Unfortunately, despite expectations, the productivity of public servants has drawn criticism from previous and succeeding administrations. It is nearly hard to exist in the country's current dire economic state. They appear to be living each day as it comes, without any thought of the future for themselves or their children. Even the most devoted and committed public worker today cannot afford to pay their bills, rent a decent home, pay for their own education (career advancement), buy a car, or even provide their children with a healthy diet talk more of three-square meal and a good education. These issues, together with inadequate working conditions, poor condition of service, overstaffing, poor work setting, lack of infrastructural facilities, lack of incentives, poor remuneration, unfavorable government policies etc. have remained stagnant despite requests and threats of strikes, industrial actions/disputes, inefficiency in services they render in public places, absenteeism, brain drain in most public sectors (people fleeing to other developed countries in search of greener pasture) and making Nigeria a target of ridicule among developed countries. Thus, Githinji (2014) lamented that low wages, high labor turnover; inadequate working conditions, poor performance, and low productivity have damaged the manufacturing industries' reputation. Employees’ redundancy, dissatisfaction and generally, low public servant productivity are the consequences of these issues, which has been a significant hindrance to the achievement of the organization's overall goals and the development of Nigeria. This also affects the Internally Generated Revenue (IGR) of the organization and Nigeria as a whole, as well as the general standard of service delivery to the populace. Owing to this appalling nature of employees’ performance and low productivity in the Nigeria public organizations, the study found it necessary to be conducted to assess motivation and how it affects public servants’ productivity.

Based on the above, the following research questions and hypothesis were proposed for the study:

**RQ1:** How does motivation affect public servants’ productivity in an organization?

**RQ2:** How can productivity of public servants be improved?

**Research hypothesis**

Ho: Motivation of staff has no significant influence on the organizational productivity.

Hi: Motivation of staff has significant influence on the organizational productivity

**2.1 Literature Review**

In Nigeria, public or private sectors are concerned with how to achieve a sustainable growth through its workforce. For this to be achieved, it requires paying close attention to how individuals who make up the workforce can best be motivated by means of incentives, benefits, bonuses, appreciations, rewards, leadership among others (Olugboyega, 2023). Motivation is the internal state that drives someone to act in a way that ensures the achievement of a particular objective. It can also be described as the condition that guides people toward the objective of meeting a felt need. Motivation is a perk offered to employees to increase output. It is a common issue that affects employee higher productivity across all levels of an organization. For example, in a modern firm, employees typically take appointment with the understanding that pay and additional benefits would be in line with the duties that each employee is expected to do. And if these perks are not adequate for the job, employee morale will suffer, especially among lower-level workers, who make up the majority of the workforce in the business. Low productivity and performance will follow (Ajalie, 2017; Maduka and Okafor, 2014). Motivation as described by Weldeyohannes (2015) is an inspirational process which demands the member of the team to pull their weight effectively, to give their loyalty to the group, to carry out properly the tasks that they have accepted and generally to plan an effective part in the job that the group has undertaken in order to achieve the organizational objective. It has also been defined as those psychological processes that cause the arousal, direction, and persistence of voluntary action that is goal directed, thus, employees who are motivated are moved towards a desire action, which in turn makes them to be more productive and satisfied. Okine et al. (2021) and Zakaria et al. (2020) collaborate that motivation can be seen as the psychological characteristics of a person that contribute to the determination to achieve a goal and it contains several elements that cause, control and maintain specific human behavior. Thus, motivation is one of many components that influence the level of efficiency and effectiveness of the organization, which enhances high productivity. Productivity is the total output/total amount of input, which shows the link between the unit of labor input and output. It is viewed in terms of individual industries or firms and the extent to which employees apply the productivity concept to their jobs. Some see the concept as a measure of the efficiency level achieved in production. An organization can utilize its employees to attain competitive advantage by increasing their level of productivity. When an organization does well in business environment, it is an indication of progress in sales or market growth. Employees can either build a firm or bring it to its downfall. This implies that employee productivity is very crucial for the attainment of an organization’s goals, especially in today’s globally competitive market. Employee productivity helps firms to grow faster in the market. Their productivity determines the incomes and gains of the organization as profits are the outcome of employees’ efficiency and effectiveness in organization policies and processes (Olasanmi et al., 2021; Chebet, 2015). An organization can increase its employee productivity by enabling suitable changes in its business processes and policies and the success of a business can be traced to its hardworking employees for their outstanding productivity. When employees are enthusiastic and put in extra strengths into the organization activities, the difference in the profits and productivity is always distinct. Firms that recognize and encourage employee productivity are more likely to be successful than their counterparts that do not. The firm with the most productive employees will have zero effect of adverse market conditions because they are proactive (Shane, 2017). These show the importance of motivating employees in an organization to ensure they bring out their best for the optimum growth of the organization. Several scholars, like Smith (1976), Maslow (1943) and others, have provided different theories explaining human behavior at work place from a variety of angles - economic, psychological, behavioral, etc. - to understand what drives individuals to do the things they do. They created a number of motivational ideas in the process. In general, there are two types of motivation theories: content theories and process theories. The former focuses on understanding human motivation and is concerned with identifying people's wants, as well as their relative strengths and the objectives they seek to meet those needs. The three primary content theories are McClelland's achievement motivation theory, Maslow's hierarchy of needs and Herzberg (1974, 1966) two factor theory which holds that employees have a variety of needs that drive them to put in extra effort and boost productivity and companies must go beyond monetary incentives to motivate employees. On the other hand, process theories emphasize the actual method by which motivation occurs (Ivancevich et al., 1994). These theories focus on how behavior is originated, directed, and sustained as well as the links between the dynamic factors that make up motivation (Uzonna, 2013). Organizations still place a lot of importance on the Herzberg two-factor theory. It means that in order to prevent employee unhappiness, employers and their organizations must constantly ensure the appropriateness of the hygiene parameters. This is so because low morale among employees lowers production levels, which itself is a result of low employee satisfaction. Motivation is essential in an organization, as well as an important factor in determining the performance and satisfaction of employee. Motivation affects the employee; and can have a negative impact on the employee or a positive impact depending on the employer's needs. When an employee is positively and effectively motivated, the productivity will be increased. It is important that managers assess the needs of the employees before choosing the best form of motivation to put to use. This is due to the fact that everyone has different needs and wants, thus what one person may consider being a source of motivation may not be to another. Any organization that intends to succeed in attainment of public service objectives must be able to combine the individual needs of employees with the overall goals of the organization in order to reach their full potential and maximize their level of productivity. Generally, employee motivation leads to increase in employee productivity, so long as the motivation technique adopted meets the needs of the employees. When employees do not believe that they are listened to, they are less likely to become active partners in restructuring their jobs for higher productivity. Organizations that always motivate their employees will enjoy greater productivity (Okine et al., 2021). Therefore, managers must continuously consider best strategies to ensure that their employees continue to achieve high levels of productivity and also to improve the efficiency or productivity of the organization (Okine et al., 2021).

**3.1 Methodology**

The purpose of this study is to assess staff motivation and how it affects public servants’ productivity. The study adopted descriptive research method. The population of this study consisted of one hundred (100) healthcare professionals (nurses, doctors, pharmacists, health information managers, administrators, accountants, medical laboratory scientists) stationed in the General Outpatient Department (GOPD) of Nnamdi Azikiwe University Teaching Hospital, Nnewi, Anambra State. The entire population of study constituted the sample size; therefore, they were not sampled, because they were few in number. The tool used for collecting data from the respondents was questionnaire, which was both open-ended and closed-ended to elicit pertinent information. Out of 100 questionnaires issued to respondents, 51 copies were completely filled and returned for analysis, while 49 copies were not returned. This was as a result of the State's ongoing sit-at-home campaign throughout the study period. Prior to the administration of the questionnaire, corrections on the questionnaire were made by experts in order to establish its content and face validity. The researchers used primary and secondary sources that include questionnaires, journals, and other important documents to improve the facts contained in the paper. The reliability of the instrument was tested on 10 copies of the questionnaire using a test re-test method, and after two weeks of interval, another questionnaire was issued out to the same respondent. Reliability testing was carried out using correlation to ascertain its internal consistency and r = 0.82 reliability index was obtained. Descriptive statistics was used for the analysis of data with the aid of Statistical Packages for Social Sciences version 20.0, while the hypothesis was tested with Pearson correlation coefficient analysis.

**4.1 Results**

The major aim of this research was to find out how staff motivation can affect public servants’ productivity with respect to Nnamdi Azikiwe University Teaching Hospital, Nnewi, Anambra State. A total of 100 questionnaires were distributed and 51 valid questionnaires were returned. Among them, 23 respondents were male, representing 45.1%, and 28 were female, representing 54.9%. 5 respondents were under 30 years old, accounting for 9.8%, and 28 respondents were between 31 to 40 years old accounting for 54.9%, 17 respondents were between 41 to 50 years old accounting for 33.3%, and 1 respondent was over 50 years old, which accounts for 2.0%.

13 respondents with 0 to 5 years of experience, accounting for 26%, 22 respondents with 6-10 years of experience, accounting for 43%. 6 respondents with 11 to 15 years and 16-20 years of experience, accounting for 12% respectively, and 4 respondents with above 20 years of experience, accounting for 7%.

The distribution of respondents’ academic qualification reflected that 7 respondents, representing 14% were OND, RN and PGD certificate holders and 30 respondents, representing 58% were HND, Bachelors, and MBBS degree holders. However, some workers engaged in responsibilities incompatible with their qualifications, because of a lack of vacancies in their anticipated position as well as a lack of employment.

In respect of areas of work, 5 nursing, representing 10%, 6 medicine, representing 12%, 15 health information management, representing 29%, 10 pharmacy, representing 20%, and 3 admin, representing 6%, and 11 accounts, representing 21% and 1 medical laboratory science, representing 2%.

**RQ1: How does motivation affect public servants’ productivity in an organization?**

In research question one, respondents were asked if they believed that motivation from their organization could improve their productivity, and the majority responded positively. Regarding the mechanisms used by the organization to motivate employees to perform their best during working hours, 19 respondents, constituting 37%, mentioned fair wages as a motivating factor. However, 32 respondents, accounting for 63%, indicated that they did not feel motivated in any way. Based on their responses, all of the respondents believed that motivation influences them to put in more effort in their organization. The results regarding the effects of motivation on employees’ productivity show that 21 respondents, constituting 41.2%, believed it enhances the quality of work, while 25 respondents, representing 49%, were of the opinion that it boosts their performance. Additionally, 5 respondents, accounting for 9.8%, indicated that it helps the organization recruit more high-talent employees (Table 1).

**RQ2: How can productivity of public servants be improved?**

Research question two looked at potential strategies to improve public servants' productivity; it was found that 5 respondents representing 9.8% suggested that the organizational goals should be clarified to the employees on employment in the organization (Table 2). 7 respondents representing 13.7% said redesigning of jobs to engage employees as problem solvers can improve their productivity. 14 respondents representing 27.5% believed that promotion and benefits such as overtime and special duties allowance, training sponsorship can improve productivity of public servants. And, 25 respondents representing 49.0% indicated that prompt payment of salary is a key to improving public servant productivity.

**4.1.1 Discussion**

The study was conducted to investigate staff motivation and how it affects employees’ productivity among healthcare professionals in Nnamdi Azikiwe University teaching Hospital, Nnewi, Anambra State. Two research questions were raised to achieve this study. For the first research question, results showed that a majority of the employees feel that motivation from their organization can improve their productivity. On the mechanism the organization uses in motivating the employees to give their best during the working period, 19 respondents which represent 37% mentioned fair wages, but, 32 respondents which represent 63% said they are not motivated in any way. Based on their responses, all of the respondents thought that motivation influences them to put in more effort in their organization. The result on the effects of motivation on employees’ productivity shows that 21 respondents which accounts for 41.2% believed it drives the quality of work, 25 respondents, which accounts for 49% were of the opinion that it boosts their performance, and 5 respondents which accounts for 9.8% said that it helps the organization to recruit more high-talent employees. This finding is consistent with that of Weldeyohannes (2015) that motivated workers are more productive than unmotivated.

**Table 1: The effects of motivation on public servants’ productivity (N=51).**

|  |  |  |
| --- | --- | --- |
| **Questions** | **Frequency** | **Percentage** |
| **Do you feel that motivation from your organization can increase productivity?**  Yes  No  Somehow  **What mechanism does your organization use in motivating the employees?**  Further education sponsorship  Benefits (transportation, overtime, house allowance etc.)  Fair wages  Praise and reward from their superiors  No motivation  **Do you think motivation influences you to put in more effort in the organization?**  Yes  No  Somehow  **How do you think motivation influences you to put in more effort in the organization?**  It drives the quality of work  It boosts performance in an organization  It helps recruit more high-talent employees  It reduces turn-over disputes | 51  0  0  0  0  19  0  32  51  0  0  21  25  5  0 | 100  0  0  0  0  37  0  63  100  0  0  41.2  49  9.8  0 |

**Table 2: Strategies to improve public servants’ productivity (N=51)**

|  |  |  |
| --- | --- | --- |
| **Questions** | **Frequency** | **Percentage** |
| **What do you think is the strategies to improve public servants’ productivity?**  Clarity of organizational goals  Job redesign to engage employees  Promotion and benefits (overtime and special duties allowance, training sponsorship)  Prompt payment of salary | 5  7  14  25 | 9.8  13.7  27.5  49.0 |

When workers are motivated, they can properly use company resources, use best of their knowledge and their skills, little scraps, and less absenteeism and more turn over. In another study, Thinning (2014) lamented that low wages, high labor turnover; inadequate working conditions, poor performance, and low productivity have damaged the manufacturing industries' reputation. The tested hypothesis validated the findings of this study. The Pearson correlation coefficient analysis was used to check the influence of variables on one another. The result shows that the alternate hypothesis was accepted, which states that motivating employees in Nnamdi Azikiwe University Teaching Hospital, Nnewi has significant influence on organizational productivity (r=0.78, p<0.05). Results from research question two showed the strategies to improve public servants’ productivity. It was found that the respondents said the organizational goals should be clarified to the employees on employment in the organization. This implies that employees who do not have clarity about organizational and personal goals lack autonomy. Giving employees a sense of control and independence can be the key factor in delivering high performance and coping with higher demands, especially when there are scarce resources. The respondents also mentioned that redesigning of jobs to engage employees as problem solvers can improve their productivity. This can also help motivate staff with a focus on finding new ways to increase individual’s capacity to manage their own problems, particularly when an individual feels his or her skills are not properly utilized. The opportunity to use and develop skills is considered as crucial to job satisfaction. But mismatching skills can also lead to a lack of engagement, job dissatisfaction, and low levels of productivity, for instance, this can be seen where graduates are unable to find the right job appropriate to their skills. This result is also supported by a research study carried out by Olasanmi et al. (2021) in which they suggested that manufacturing firms should take employee training and development more seriously. Seminars, action-learning programs, on-the-job training etc. may be employed to help employees acquire necessary skills for increased productivity as well as to boost employee morale while taking performance feedback very seriously.

**5.1 Implications of the study**

The results of this study contribute to existing evidence on the relationship between motivation and employees’ productivity or performance. The findings highlight a significant issue: employees in the healthcare organization are not motivated in any way. This should be a major concern for medical directors and hospital administrators. The results strongly suggest that employees need to be motivated in order to enhance their productivity. The management should explore appropriate mechanisms, beyond the usual monthly salaries, to encourage employees to enhance their productivity. These mechanisms may include travel allowances, education sponsorship for career development, yuletide bonuses, rewards and recognition, promotions based on years of service, allowances for special duties, and overtime compensation, among others. These positive reinforcements are likely to modify employee behavior and motivate them to be more productive.

**5.1.1 Conclusion**

Motivation can have a negative impact on the employee or a positive impact depending on the employer's needs. When an employee is positively and effectively motivated, the productivity will be increased. This study observed that respondents believed that motivation from their organization can improve their productivity. Majority of these respondents asserted that there is no form of motivation from the organization; however, few were of the opinion that motivational factor like fair wages can be used to motivate them to give their best during the working period. The effect of motivation on employees’ productivity includes driving the quality of work, boosts performance, and helps the organization to recruit more high-talent employees. In conclusion, sequel to the analyses carried out, it was deduced that staff motivation has significant influence on organizational productivity in Nnamdi Azikiwe University Teaching Hospital, Nnewi, Anambra State.

**8.1 Recommendations**

The following recommendations are made based on the findings of the study to increase productivity through motivation:

1. The government should motivate employees for better productivity, through prompt payment of salary and increment.
2. The management should expand its motivational mechanisms like education sponsorship for its employees, career advancement opportunities, providing house allowance and other fringe benefits like overtime, uniform allowance, financial incentives, awards and gratuities etc.
3. The management should ensure the provision of conducive work environment, suitable working conditions, and the necessary infrastructures and resources to ensure the effectiveness of employees in carrying out their specific responsibilities.

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