



Global Advanced Research Journal of Management and Business Studies (ISSN: 2315-5086) Vol. 3(7) pp. 315-324, July, 2014  
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## Full Length Research Paper

# Employee Motivation, Job Satisfaction and Organizational Performance in Uganda's Oil Sub-sector

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Accepted 07 July 2014

Employee motivation plays a critical role bringing about energizing employees to commit their time and efforts to the organization. However, it is unclear whether this translates into job satisfaction. It is even more unclear whether employee motivation and job satisfaction brought about organizational performance. This study, examined the relationship between employee motivation, job satisfaction and organizational performance on palm oil project found in Kalangala district of Uganda. A quantitative research design incorporating in quantitative research methods such as survey and questionnaires were used to gather the data. The gathered data were analyzed using factor analysis, correlation and regression analysis. Findings reveal that there is a positive relationship between Employee Motivation and Job Satisfaction ( $r = .381^{**}$ ,  $p < .01$ ) and also a positive relationship between Job Satisfaction and Organizational Performance ( $r = .479^{**}$ ,  $p < .01$ ). The Employee Motivation and Job Satisfaction were both positively related to Organizational Performance ( $r = .618^{**}$ ,  $p < .01$ ) and ( $r = .479^{**}$ ,  $p < .01$ ) respectively. Results indicate that if employees are well motivated through, for example, fair promotions and justifiable salary differences, they will work more towards a better performance of the organization.

**Keywords:** Employee Motivation, Job Satisfaction, Organizational Performance

## INTRODUCTION

Employee motivation plays a central role in any manager's job. Since management involves getting an organization's objectives achieved through the cooperation and collaboration of people, keeping their morale up is central to securing their commitment and enthusiasm. Ensuring equity and fairness; setting challenging, but achievable goals; specifying clear

organizational infrastructures and policies; providing performance-based rewards and incentives, among other things are some of the ways in which a manager can engender the commitment and thereby facilitate the motivation of employees (Dogra, 2010).

Securing the commitment of workers towards the achievement of organizational goals constitutes one of

the greatest problems that managers face. However, such commitment when secured ultimately leads to motivation which improves organizational performance. According to Mayo, the manager's role therefore is that of creating the conditions that are vital for igniting cooperation between workers and the organization (as cited in Wright, 1994). Motivation seeks to explain, for example, why one sales person responds more favorably to sales commission than his fellow colleague at the work place, in spite of the fact that the offer is made on equal terms for both of them. Because people's behaviors are usually directed towards entirely different individual goals, they often respond differently to the same stimuli. This behavior is both a function of the situation and time (Judge and Robbins, 2009). Nevertheless, understanding the reasons for behavior (as it affects performance) is crucial and it helps managers in planning for improved employee performance (Milkovich and Boudreau, 2004). This study sought to examine the employee motivation, job satisfaction and organizational performance among the palm oil famers and the employees of Kalangala Oil Palm Growers' Trust under The Vegetable Oil Development Project.

### **Organizational Performance**

According to Pitt and Tucker (2008: p. 243), organizational performance is defined as "a vital sign of the organization, showing how well activities within a process or the outputs of a process achieve a specific goal". It is also defined as "a process of assessing progress towards achieving pre-determined goals, including information on the efficiency by which resources are transformed into goods and services, the quality of these outputs and outcomes, and the effectiveness of organizational objectives" (Amartunga and Baldry, 2003: p. 172).

Organization's performance is made visible through the activities it conducts to achieve; its mission. Outputs and their effects are the most observable aspects of an organization's performance (Anderson and Carden, 1999).

Anderson and Carden (1999) in their book entitled "Enhancing organizational performance" state that ideas about the concept of performance vary considerably. Each interest group or stakeholder may have an entirely different idea of what counts. For instance, administrators might define organization's performance in terms of the amount of money brought into the organization through grants, whereas a donor might define performance in terms of organization's beneficial impact on a target group.

Beck (2003), gives an example; a company wants to improve their image as a service-oriented company with knowledgeable workers. All the call-center agents are

trained to perform according to the expected image in the four fields of Competence Management. First, they need knowledge about the company's knowledge. Second, they need the skill to use the databases at their workplace. Third, they must be motivated to serve their customers according to the plan and fourth, be permitted to provide the information needed. Otherwise, the performance will not be satisfactory.

Nancy and Mine (2004), on assessing organizational performance stated that most organizations view their performance in terms of "effectiveness" in achieving their mission, purpose or goals. Most organizations, for example, would tend to link the larger notion of organizational performance to the results of their particular programs to improve the lives of a target group).

At the same time, a majority of organizations also see their performance in terms of their "efficiency" in deploying resources. This relates to the optimal use of resources to obtain the results desired. Finally, in order for an organization to remain viable over time, it must be both "financially viable" and "relevant" to its stakeholders and their changing needs.

These four aspects of performance are the key dimensions to organizational performance.

- **External Environment**

Organizations exist within certain external contexts or environments that facilitate or impede their performance. Key factors in the policy or regulatory environment, and in the economic, political, socio-cultural, environmental and technological contexts, affect how the organization does its work, or the work it does.

- **Internal Motivation**

Internally, performance is driven by the organization's motivation to perform, which refers to the organizational culture, history, mission, values and incentive systems. These factors affect the quality of work, the nature of how the organization competes, and the degree of involvement of internal stakeholders in decision-making processes.

- **Capacity**

Nancy and Mine (2004) assert that performance is driven, in part, by organizational capacity, which is understood as existing in seven basic areas: strategic leadership, human resources, financial resources, infrastructure, programming and process management, and inter-institutional linkages. Each of these seven capacity areas

may be described in sub-components, as for example in the organization's strategic leadership capacity which is understood as its structure, governance, leadership, strategic plans and niche management. Human resources, financial resources and infrastructure are seen as resources as well as the management of these resources. Organizations also have capacities that result from the relations, partnerships and alliances they have established with other organizations— referred to as inter-institutional linkages.

Lusthaus et al, (1999) state organization's performance is made visible through the activities it conducts to achieve its mission. Outputs and their effects are the most observable aspects of an organization's performance. Ideas about the concept of performance vary considerably and each interest group or stakeholder may have an entirely different idea of what counts. For instance, administrators might define your organization's performance in terms of the amount of money brought into the organization through grants, whereas a donor might define performance in terms of your organization's beneficial impact on a target group. Lusthaus et al, (1999) further looks at the critical indicators for assessing and measuring organizational performance and these include;

- **Effectiveness**

The effectiveness of your organization is the degree to which it moves toward the attainment of its mission and realizes its goals. Effectiveness, however, is not a simple concept. The basic difficulty in analyzing effectiveness lies in the fact that many organizations make multiple statements about their missions and goals. Sometimes these statements are in the organization's charter; other times, in their strategic documents. Regardless of where you find these statements, you need a clearly defined guide about the operation of the organization.

- **Efficiency**

An organization must be able not only to provide exceptional services but also to provide them within an appropriate cost structure. Performance is increasingly judged by the efficiency of the organization (for example, the cost per service, the number of outputs per employee, the number of outputs per person per year, the average value of grants per person). Whatever the overall size of the unit, performing organizations are viewed as those that provide good value for the money in both quantitative and qualitative terms.

- **Relevance**

Organizations in any society take time to evolve and develop, but they must develop in ways that consolidate their strengths. Organizations face internal and external crises. No organization is protected from becoming out of date, irrelevant, or subject to closure. To survive, your organization must adapt to changing contexts and capacities and keep its mission, goals, programs, and activities agreeable to its key stakeholders and constituents.

- **Financial viability**

To survive, your organization's inflow of financial resources must be greater than the outflow. Our experience has shown that the conditions needed to make an organization financially viable include multiple sources of funding, positive cash flow, and financial surplus. Organizations have long been concerned with improving productivity of their resources. Further, it is widely recognized that organization effectiveness is inextricably linked to their management performance (Drucker, 1991; Armstrong, 2006).

### **Employee motivation**

The word “motivation” was derived from the Latin word “mover” which means “to move”. However, over time various researchers have attempted to have a more comprehensive definition of the word and motivation has been defined in different ways, most of them agree that it is a goal- directed Behavior .Motivation is key factor of employee. Motivation plays a central role in any manager's job. Since management involves getting an organization's objectives achieved through the cooperation and collaboration of people, keeping their morale up in central to securing their commitment and enthusiasm (Dogra, 2010).

Motivation is psychological process that gives behavior purpose and direction. We can define motivation as “Internal and external factors that stimulate desire and energy in people to be continually interested in and committed to a job, role or subject and to exert persistent effort in attaching a goal”. Abraham Maslow's Need Hierarchy Theory (1943): Maslow's theory on the hierarchy of needs is one of the most popular theories of motivation. Maslow (1943) stated that employees had five levels of needs and that human needs were in the form of a hierarchy ascending from the lowest to the highest. 1- Physiological needs 2-Safety Needs 3-Social needs 4-

**Table 1:** Gender by Respondent Distribution

			Respondent Category		Total
			Staff	Farmers	
Gender	Male	Count	8	185	193
		Column %	80.0%	63.8%	64.3%
	Female	Count	2	105	107
		Column %	20.0%	36.2%	35.7%
Total		Count	10	290	300
		Sample %	3.3%	96.7%	100.0%

Source: Primary data

**Table 2.** Age Group Distribution of the Respondents

			Respondent Category		Total	
			Staff	Farmers		
Age Group	21 - 30 yrs	Count	3	45	48	
		Column %	30.0%	15.5%	16.0%	
	31 - 40 yrs	Count	6	100	106	
		Column %	60.0%	34.5%	35.3%	
	41 - 50 yrs	Count	1	102	103	
		Column %	10.0%	35.2%	34.3%	
	Over 50 yrs	Count		43	43	
		Column %		14.8%	14.3%	
	Total		Count	10	290	300
			Sample %	3.3%	96.7%	100.0%

Source: Primary Data

Esteem needs 5- Need for self-actualization .A good pay and interesting work are key to higher the employee motivation. All employees of an organization are very important but motivated employees are more productive and help to the organization survive. The main objective of reward system is to attractive, retain high performance employees, get maximum employees performance and satisfy legal standard. Harpaz (1990) listed the three most motivating factors as: interesting work, good wages and job security.

Effective motivation increase employee productivity. Lindner (1998) conducted a descriptive survey topic "Understanding employee motivation". Rutherford (2005) identifies that different factors are very important for better performance of any company but effective and efficient organization depend upon the employees' motivation. Motivation is a factor which has influence on

Organizational Performance and effectiveness. It is therefore important for management to understand how organizations influence the motivation of their individual employees. Victoria Okojie (2009) described that effective and efficient reward program will increase the employee motivation of National Library of Nigeria. Highly motivated employees will lead toward to highly productivity and performance also increased.

Motivation commences from, or is aroused by, the existence of some unsatisfied need in a person. This need if however left un-attended for a long time creates the sort of tension and dissatisfaction that may ultimately led to sub- optimal performance on the part of the worker and therefore the organization. Key to motivation in the worker is therefore is an unsatisfied need. Robbins and Judge (2009) suggest that in order to achieve the goal, the worker must exhibit sufficient intensity, direction and

**Table 3.** Factor Analysis Results of Employee Motivation

	Work Environment	Cooperation	Facilitation
There are unjustified differences in the organization's staff salaries	.853		
There are good working conditions at my office	.751		
Promotions are done in a fair and transparent manner	.644		
Appreciation is extended towards me whenever I perform in an extraordinary manner	.753		
I have a very good working relationship with all my workmates		.842	
The responsibilities and tasks the organization assigns to me match with the remuneration		.551	
Management of the organization is always present to help solve my personal problems		.885	
A part from salaries given, the Organization motivates me in other ways to work hard			.917
I am well facilitated to do the work expected of me in the organization			.929
Eigen Value	4.001	2.142	1.165
Variance%	44.456	23.804	12.941
Cumulative %	44.456	68.261	81.201

Source: Primary data

persistence of effort.

### Job satisfaction

Rehman, Zaheer and Sufwan (2007) conducted a research on human resources strategies like promotion, pay and training on job satisfaction. They concluded that promotion, pay and training have positive significant impact on job satisfaction of employee. Also explain that mostly employees give less importance to training as compared to pay and promotion. Ali, R. and Ahmed, M. S. (2009) conducted a study on Uniliver Company, The study showed that there was positive significant relationship between reward system and employee satisfaction. Payment (salary) factor highly affect on employee satisfaction. Employees of Uniliver Company were less motivated by less reward recognition.

According to a study released by Accentor (2001), 80 percent of global business leaders believe that 'people issues' are more important today than they were five years ago, and 68 percent believe that retaining talent is more important than acquiring 'new blood'. That recognition and the extraordinary efforts some organizations are making to attract and retain top talent represent fundamental shifts in employer-employee relationships. Essentially more organizations are now

realizing that retention is a strategic issue and represents a competitive advantage (Walker 2001)

### Research design

This quantitative study was conducted on 20 project employees and 1173 farmers involved in the Oil Palm Growers' project in Kalangala district. These respondents were selected using both purposive sampling techniques (for employees) and simple random sampling techniques (for farmers). Data were collected using self-administered questionnaires.

### Measurement of study variables

The elements of the independent variable Employee motivation included the (Good salary, Interesting work, Job security, Promotion, Opportunity for advancement, good working conditions). The key factor was the measurement of the various attributes of employee motivation. The dependent variable, organizational performance looked at effectiveness, efficiency, relevance and financial viability. These elements were measured using the outcomes and resultant effects of the independent variable.

**Table 4.** Factor Analysis for Job Satisfaction

	Rewards	Autonomy	Social Benefits
This job measures up to my expectations	.980		
I am satisfied with the rate and justice in of promotion	.947		
I am satisfied with the leisure time this job allows me	.932		
I would take the same job again if I were given options to choose from other jobs		.917	
I have freedom on this job to choose my method of working		.809	
I am satisfied with the physical condition of work		.718	
I am satisfied with the security of my job		.907	
I would recommend this job to a friend			.783
This job provides me with opportunities for social interaction			.722
Eigen Value	4.223	2.512	1.595
Variance%	42.225	25.120	15.954
Cumulative %	42.225	67.345	83.299

Source: Primary data

- *Employee motivation* was measured using and Nancy and Mine (2004) assessing good wages, working conditions, privileges.
- *Job satisfaction* was measured by Nancy and Mine (2004) which measures wage, working hours, working conditions, Career development
- *Organizational Performance* was measured using the International Development Research Centre and Universal Management Group frame work which measures Effectiveness, efficiency, relevance and financial Viability.

**Data Analysis**

The data from the questionnaires was coded and analyzed by the researcher and the research assistants using EPPINFO for data entry SPSS version 11 for other univariate and bivariate analysis. SPSS was preferred because it enabled a large number of variables to be tested simultaneously. The data was then presented using regressions, cross tabulation was used to describe sample characteristics, and Pearson correlation coefficient was used to establish the relationship between the study variables. Regression Analysis was used to establish the combined effect on the study variables (employee motivation, job satisfaction quality assurance and organizational performance).

**Findings**

This section contains the results of the study which was guided by the following research objectives; the relationship between Employee Motivation, Job Satisfaction and Organizational Performance; The relationship between Job satisfaction and Organizational Performance; and the factor Structure of all the variables. The section presents bio data of the sample, relationship between the variables, regression analysis and the factor structure of all the variables.

**Bio Data**

Respondents’ bio data was important in understanding the type and nature of respondents involved in the study as follows:

**Gender by Respondent Distribution**

The results in the table below highlight the distribution of the Gender in the sample. The results in the table 1 above indicate that the majority of the respondents were farmers (96.7%) while the staff was in the minority (3.3%). Most farmers were male (63.8%) and this was noted to apply to the Staff

**Table 4.** Correlation between the Variables

	<i>Job Satisfaction</i>	<i>Employee Motivation</i>	<i>Quality Assurance</i>	<i>Organizational Performance</i>
Job Satisfaction	1.000			
Employee Motivation	.381**	1.000		
Organizational Performance	.479**	.618**	.802**	1.000
** Correlation is significant at the 0.01 level (2-tailed).				
* Correlation is significant at the 0.05 level (2-tailed).				

Source: Primary data

**Table 5.** Regression analysis

Model	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	T	Sig.
	B	Std. Error	Beta		
(Constant)	.684	.169		4.054	.000
Job Satisfaction	.030	.050	.040	.587	.559
Employee Motivation	.436	.068	.409	6.458	.000
Quality Assurance	.828	.082	.662	10.120	.000
<b>Dependent Variable: Organizational Performance</b>					
R Square	.802				
Adjusted R Square	.651				
F Statistic	79.798				
Sig.	.000				

Source: Primary data

members, the majority of whom (80.0%) male. In both cases, the female respondents were in the minority.

### Age Group Distribution of the Respondents

Cross tabulation was further employed to understand the sample's age group distribution. Table 2 presents age group distribution of respondents.

Table 2 above indicates that most of the respondents fall in the 31 – 40 year age bracket(35.3%) closely followed by 41-50 year age bracket(34.3%) and over 50 year bracket(14.3%). However, considering staff members interviewed, 60% are between 31-40 years, 30% are between 21-30 years, 10% are between 41-50years and none is above 50years. The farmers on the other hand are 35.2% between 41-50 years, 34.5% between 31-40 years, 15.5% are between 21-30% and 14.8% are above 50 years.

### Factor Analysis Results for Employee Motivation

Results for the analysis of Employee motivation were as indicated in the table 3 below.

Table 3 above shows that work environment explains 44.46%, cooperation explains 23.80% and facilitation explains 12.94% of employee motivation. The important factors to address under work environment are; unjustified differences in staff salaries (.853), working conditions (.751), fair and transparent promotions, and appreciation for extra ordinary performance (.753). Results on cooperation show important elements that affect this factor are; working relation with work mates (.842), responsibilities matching remuneration and assistance from management to solve personal problems (.885). The important factors under facilitation are; non financial motivation (.917) and adequate facilitation for expected work (.927).

### Factor Analysis for Job Satisfaction

Results for the analysis of Job Satisfaction were as indicated in the table below. Table 4 presents results for job satisfaction.

The results of table 4 above revealed that rewards explain 42.23%; autonomy explains 25.12% while social benefits explain 15.95% of job satisfaction. The specific issues that emerged out of rewards were; measuring up to the employee expectations (.980), rate and justice in promotions (.947) and leisure time the job allows an individual (.932). results on Autonomy revealed that some of salient elements underlying this factor include; willingness to take up the same job again if an employee given an option (.917), freedom to choose method of work (.807), Physical condition of the workplace and job security. The key elements under social benefits were; recommendation of the job to a friend and opportunities for social interactions.

### CORRELATION RESULTS

Pearson's correlation analysis was used to examine the relationship between study variables. This helped the researchers to understand whether the independent variables (employee motivation and job satisfaction) influenced a change in the independent variable (organizational performance). Table 4 presents correlation results.

The results in table 4 indicated a positive relationship between Employee Motivation and Job Satisfaction ( $r = .381^{**}$ ,  $p < .01$ ). In the same way, Job Satisfaction and Organizational Performance were noted to be positively related ( $r = .479^{**}$ ,  $p < .01$ ). The Employee Motivation and Job Satisfaction were both positively related to Organizational Performance. The parameters for these relationships were ( $r = .618^{**}$ ,  $p < .01$ ) and ( $r = .479^{**}$ ,  $p < .01$ ) respectively. Results indicate that if employees are well motivated for instance in terms of fair promotions and justifiable salary differences, they will work more towards a better performance of the organization.

### Regression Analysis

Using regression analysis, the researchers examined whether the independent variables including employee motivation and job satisfaction predicated organizational performance. Table 5 shows results of regression analysis.

Regression results presented in table 5 reveal that employee motivation and job satisfaction predicted 65 % of organizational performance (Adjusted R Square = .651, sig. = .000).

### DISCUSSION OF FINDINGS

This section summarizes and discusses the findings in the previous section in relation to the objectives of the study. It also discusses the effects and relationships between the study variables

#### Gender by Respondent Distribution

The research found that the majority of the respondents were farmers (96.7%) while the staff was in the minority (3.3%). This was the case due to the fact that the project promotes oil palm growing and therefore few staffs are needed to help many farmers. Additionally, most farmers and staff members were male (63.8%) and (80.0%) respectively, because in Uganda, commercial farming is more dominated by male and subsistence farming by female. Additionally, most of the land is owned by men. Most educated ladies prefer working in towns which explains why the project employs more males than females

#### Age Group Distribution of the Respondents

The research showed that most farmers 35.2% are between 41-50 years, followed by 34.5% between 31-40 years, 15.5% between 21-30% and 14.8% are above 50 years. The reason for this distribution is that young people have migrated to towns leaving the elderly to engage in agriculture. Additionally, the expectancy life in Uganda is 54.3years (World Bank 2009) leaving the Island with few people above 50 years of age.

#### Employee Motivation, Job Satisfaction and Organizational Performance

The research showed a positive relationship between; Employee Motivation and Job Satisfaction ( $r = .381^{**}$ ,  $p < .01$ ); Job Satisfaction and Organizational Performance ( $r = .479^{**}$ ,  $p < .01$ ). Additionally, Employee Motivation and Job Satisfaction were both found to be positively related to Organizational Performance ( $r = .618^{**}$ ,  $p < .01$ ) and ( $r = .479^{**}$ ,  $p < .01$ ) respectively. This means that if employees are well motivated for instance in terms of fair promotions and justifiable salary differences, they will work more towards a better performance of the project.

This is probably due to the fact that job satisfaction brought about by job security, good conditions of work and fairness in promotion allows an employee to concentrate on his job leading to increased performance. This could also be due the job measuring up to his expectations. Alternatively, increased performance may be due matching responsibilities and remuneration, which

motivates staff to work harder towards attaining the organizational objectives.

## CONCLUSION AND RECOMMENDATIONS

Findings revealed that there is a positive relationship between employee motivation, job satisfaction and organizational performance. The findings also revealed that the two independent variables have the potential to predict the dependent variable by 65%. Hence managers should ensure that employees are well motivated so that are satisfied with their jobs. This will improved their productivity, which transforms into better organizational performance. Further, we make the following recommendations:

- Build the right work atmosphere that recognizes and rewards high performance in a transparent way. This helps in lowering tension and anxiety associated with high performance and motivates workers towards quality assurance and higher performance. Once they understand why their colleague receives higher pay than themselves.
- Analyze the situation for congruity of expectancies; the expectancies of the worker, in terms of outcomes or reward, must be matched with the expectancies of the Organizational for the higher productivity in order for the process to work.
- Determine the primary outcomes each employee wants; There is a need to specially establish the needs, wants and goals of a worker in order to come to good understanding of what to present as the instrument(s) of motivation for him.
- Ensure a clear, visible and unambiguous link between performance and outcomes; a clear linkage between effort, performance and outcomes is necessary to convince a worker or reinforce his belief that such effort will lead to the expected outcomes.
- Ensure real valence for each outcome; as has been demonstrated earlier, the higher the value of the reward; the higher its likelihood for generating significant levels of motivation on the part of the employee. This will mean extending to the employee rewards of significant, rather than cosmetic value.
- Ensure a system that is seen as equitable by concerned; Lack of equity is bound to undermine even the best reward system. Therefore, the outcomes must be equitable across the board. This means that consistency must be observed in ensuring that any given effort always results in an outcome of equal value across they stem, irrespective of the type of work, actor involved and time. Also, this equity must be mutually felt, both on the part of the worker and employer.
- Establish the levels and kinds of performance that are required to achieve organizational goals; A failure to ensure appropriate performance targets may

lead to frustration on the part of management when performance on the part of employees does not ultimately lead to the envisaged productivity levels.

- Build long term/ strategic incentive plans: This is superior to short –term planning as it ensures continuity and coherence in action.

## Implications

These findings are beneficial to the agriculture industry since they highlight how employee motivation influences the job satisfaction and organizational performance in Uganda. The significance of the study is three fold:

- *Academic contribution:* The academicians interested in employee motivation, job satisfaction and organizational performance may learn from documented findings and expand upon the research.
- *Policy contribution:* The research will benefit the agriculture industry since it highlights the areas that affect employee motivation, job satisfaction quality assurance and Organizational Performance.
- *Practical implementation and strategy formulation:* All agriculture related projects could also learn from the research and improve on the strategy of formulation and implementation as a modality for attaining higher employee motivation, job satisfaction, and quality assurance and improved Organizational Performance.

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