

The Impact Of Employee Motivation On Organizational Effectiveness: The Mediation Effect Of Individual And Group Effectiveness (B)

Girma Asmamaw Tegegne¹, Xu XIAOLIN², YANG LANRONG³

¹Ph.D. Student, ²Professor, ³Associate Professor
College of Public Administration/CPA/
Huazhong University of Science and Technology/HUST/
Wuhan, China
1201922162@hust.edu.cn¹

Abstract: To evaluate the impact of employee motivation on organizational effectiveness, this study explores the role of individual and group effectiveness as a mediating factor. As a result of a survey conducted with 402 employees from the Ethiopian Ministry of Transportation and its four corporate entities, the impact of employee motivation on organizational effectiveness was assessed. The research hypotheses were evaluated using SPSS 26's correlation and regression analysis. A significant positive correlation exists between employee motivation and organizational effectiveness, according to the results. Employee motivation and organizational effectiveness are positively correlated, according to the findings. According to the results of regression analysis, individual and group effectiveness as mediators impact the relationship between employee motivation and group effectiveness.

Keywords: motivation, organizational effectiveness, individual effectiveness, group effectiveness

Introduction

A company's reputation and image are shaped by its employees (Ageeva, Melewar, Foroudi, Dennis & Jin 2018; Del-Castillo-Feito, Blanco-González & González-Vázquez, 2019). In this way, the interaction of employees with the organization through the maintenance of its image pushes the organization to achieve its goals, which in turn proves the performance of its employees. Employees will be motivated to work effectively toward their goals to identify and recognize their needs (Paillé, Amara & Halilem, 2018).

Workers' motivation determines most of an organization's success (Lee, Raschke & Louis, 2016). A company's success, efficiency, and performance depend on its human resources (Edmondson & Harvey, 2018). How can we ensure that individual motivation is at its highest level within the institute or workstation? (Sarpong, D. and Maclean, 2016).

Certain employees are motivated by recognition, while others may be motivated by monetary incentives (McInerney, Maehr & Dowson, 2017). Understanding what type of incentives to offer employees is the first step in stimulating employee motivation as an employer.

Employee incentive plans must ensure that employees feel valued, cared for, and meaningful work. Motivation is most effective when it is customized to meet the needs and requirements of employees (Leischnig, Kasper-Brauer & Thornton, 2018). While motivating employees to encourage them to produce their best work also shows how much the organization values them (Todericiu, Erban, & Dumitraşcu, 2013). Improved output or performance may be the most potent effect of operative motivation. The efficiency of alignment will decrease if employee motivation increases (Taris & Schaufeli, 2014).

Motivated employees are more productive because their workstations are more harmonious. In the short term, motivated employees will result in employee retention and company loyalty, which will lead to growth and improvement of the business (Todericiu, 2013). Regardless of the organization's size, the arguments presented above clearly demonstrate how vital employee motivation is to its growth, development, and success. Any institution's primary goal is to maximize profits, primarily achieved by relying on various resources, including human resources.

Organizational effectiveness has been proven to be impacted by motivation in previous studies, but motivation has remained a problem (Anders Dysvik, 2011; Chatzopoulou, Vlachvei & Monovasilis, 2015; Lau & Roopnarain, 2014; Muslim, Dean & Cohen, 2016; Syafii, Thoyib, Nimran & Djumahir, 2015; Webb, Perry & Fennelly, 2015).

Employee motivation is a critical factor in how they perform tasks, according to researchers. Different organizations in different countries use numerous methods of motivating employees to perform better, but these methods have not yielded satisfactory results.

This paper scrutinizes the impact of employee motivation on organizational effectiveness by using individual and group effectiveness as a mediator in a different environment. It will help managers maintain workers' social benefits, create a supportive work environment, strengthen workers' economic capacity, and promote the reconciliation of public servants' professional responsibilities by using the results of this research.

The objective of the study

The study aimed to examine the mediation effect of individual and group effectiveness between employee motivation and organizational effectiveness.

Hypotheses

H1: There is the impact of mediation effect of individual effectiveness between employee motivation and organizational effectiveness

H2: There is the impact of mediation effect Group effectiveness between employee motivation and Organizational Effectiveness

Literature review

Employee motivation

Managers use employee motivation as one of their strategies to improve job management in their companies (My, 2017a). As a result, they direct their efforts in that direction. As a result of motivated employees, an organization's performance improves. Motivating employees is one of the most stable and oleaginous challenges that employees face.

Consequently, when employees are motivated, they arrive at work with enthusiasm and a strong desire to complete their tasks (Sekhar et al., 2013). Motivators and incentives vary from employee to employee, depending on the circumstances. Recognition motivates some, while cash incentives motivate others (Manzoor, 2011c). As a result, motivation encourages productive performance and shows how much the company cares about its workers. Increased productivity or performance is an essential effect of employee motivation. Gilbert & Kelloway, 2018 An employee's dedication to completing a task expects specific tangible outcomes such as fair pay and welfares.

Their employer is expected to provide them with tangible benefits, such as a safe work environment and respect. Employees may feel compelled to reciprocate with sustained effort and dedication to the organization whenever organizations provide these things.

Organizational effectiveness

Organization denotes a group of people who form an independent business identity for a specific purpose. In contrast, effectiveness refers to achieving the desired result within a specified budget. How well an organization performs in achieving the results it sets out to produce is called organizational effectiveness (Muhammad, 2011). Organizational development is accelerated by its use (Bulent, 2009); an efficient method of gathering inputs and turning them into output results in the satisfaction of all stakeholders (Matthew, 2005).

A company's organizational effectiveness is determined by the extent to which it achieves its goals while not depleting its resources or putting undue strain on its members or the community (Mary 1996). It is the combined utility of the primary constituents at their highest efficiency level (Matthew et al., 2005).

If an organization achieves its goals as described by the goal model, then it is effective. The efficacy of organizations is evaluated in terms of component preferences and natural limitations from an external environment perspective in the legitimacy model (Zammuto. R.F, 1982).

Constituency model: Organizational effectiveness is considered "an array of different evaluation criteria applied by different constituencies" focusing on means criteria (Connolly.T, 1980).

As defined by the systems resource model, organizational effectiveness is defined as "the ability of the organization, either in absolute or relative terms, to exploit its environment to acquire scarce and valued resources" and how these resources are utilized (Yuchtman. E, 1987).

Individual effectiveness

Motivation is typified as a precise phenomenon; every person is unique, and all the main theories of motivation allow for this uniqueness proven in one way or the other. Individual differences are particular needs, beliefs, behaviors, interests, and know-how that employees deliver to the job. Because employees are naturally different, what can also attract to one worker may not attraction to any other simultaneously; some workers may also be driven by financial benefits (pay) and pursue jobs with excessive economic benefits; different workers may additionally pursue jobs that give them security as a substitute than more money.

In general, individual effectiveness is the credential to which set objectives are accomplished, and policies gain what they have been designed to achieve. It focuses on affecting the purpose that is reaching the required or projected results. A provider is excellent if such a Program can entirely set objectives or estimated outcomes. As regards workers, it is a measure of how properly workers' productivity ranges meet the set goals and targets of the organization (Olaniyan & Ojo, 2008). Therefore an employee is tremendous when accomplishing preferred effects in line with organizational goals and objectives.

Group effectiveness

Organizational effectiveness relies upon organizations being inspired to use their complete skills and capabilities and function properly in the proper areas. According to (Chaudhary 2014), a prominent international learn about employing proud foot consulting published the most crucial cause for productivity loss or low working morale. It includes the absence of fantastic team spirit, low motivation, poor sense of belonging, feeling undervalued, and poorly rewarded. With an acceptable motivation mindset and practice in place, effectiveness, quality, and carrier should increase because motivation helps people achieve goals, reap a fantastic perspective, create the energy of change, build self-esteem and ability, manage their development, and support others.

Correlation analysis

Table 1 Correlation Analysis between Employee Motivation and Individual Effectiveness

		Employee motivation	Individual effectiveness
Employee motivation	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	401	
Individual effectiveness	Pearson Correlation	.812**	1
	Sig. (2-tailed)	.000	
	N	401	402

** Correlation is significant at the 0.01 level (2-tailed).

Source: author's computation from survey questioner 2021.

As can be seen in Table 1, employee motivation and individual effectiveness are correlated. As a result of the Pearson correlation, the researcher was able to identify a strong relationship between employee motivation and individual effectiveness. As a result, employee motivation and individual effectiveness are positively correlated in this study. Employee motivation and individual effectiveness are correlated by a coefficient of r of (0.812). Motivating employees and improving individual performance go hand-in-hand.

Table 2 Correlation Analysis between Employee Motivation and Group Effectiveness

		Employee motivation	Group effectiveness
Employee motivation	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	401	
Group effectiveness	Pearson Correlation	.814**	1
	Sig. (2-tailed)	.000	
	N	401	402

** Correlation is significant at the 0.01 level (2-tailed).

Source: author's computation from survey questioner 2021.

As shown in Table 2, there is a strong correlation between employee motivation and group performance. Using Pearson correlation, the researcher identified a direct, solid relationship between employee motivation variables and group effectiveness. These relationships are significant at the 0.01 significance level, which is.000 for all variables in the rummage-sale study. Employee

motivation and group effectiveness have a correlation coefficient of (0.814). Relationships between employee motivation and group effectiveness are critical to group effectiveness.

Table 3 Correlation Analysis between Individual Effectiveness and Organizational Effectiveness

		Individual Effectiveness	Organizational Effectiveness
Individual Effectiveness	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	402	
Organizational Effectiveness	Pearson Correlation	.950**	1
	Sig. (2-tailed)	.000	
	N	402	402

** Correlation is significant at the 0.01 level (2-tailed).

Source: author's computation from survey questioner 2021.

The Correlation between individual effectiveness and organizational effectiveness is shown in table 3. Individual effectiveness variables and organizational effectiveness were defined using Pearson correlation. There is a positive correlation between all of the variables in this study (individual and organizational effectiveness), and these relationships are significant at the 0.01 level, which is .001. Each variable of individual effectiveness and organizational effectiveness has a correlation coefficient of (0.950). The efficacy of employees as individuals is positively correlated with organizational effectiveness.

Table 4 Correlation analysis Between Group effectiveness and Organizational Effectiveness

		Group Effectiveness	Organizational Effectiveness
Group Effectiveness	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	402	
Organizational Effectiveness	Pearson Correlation	.956**	1
	Sig. (2-tailed)	.000	
	N	402	402

** .Correlation is significant at the 0.01 level (2-tailed).

Source: author's computation from survey questioner 2021.

As shown in Table 4, there is a strong correlation between the group and organizational effectiveness. Group effectiveness and organizational effectiveness variables were evaluated using Pearson correlation. These relationships are significant at the 0.01 significance level, which is .000. The correlation coefficient between group effectiveness and each variable of organizational effectiveness is (0.956). The efficacy of groups and employee organizations have a strong correlation.

Table 5 Correlation Analysis between Employee Motivation and Organizational Effectiveness

		Employee motivation	Organizational Effectiveness
Employee motivation	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	401	
Organizational Effectiveness	Pearson Correlation	.946**	1
	Sig. (2-tailed)	.000	
	N	401	402

** Correlation is significant at the 0.01 level (2-tailed).

Source: author's computation from survey questioner 2021.

Employee motivation and organizational effectiveness are analyzed in Table 5. According to the researcher, employee motivation and organizational effectiveness variables have a strong linear relationship, who used Pearson correlation. Employee

motivation and organizational effectiveness are positively correlated, and this relationship is significant at a 0.01 level of significance, which is .000 overall organizational effectiveness, according to the study's results. Motivation and organizational effectiveness have a correlation coefficient (0.946). Organizational effectiveness and employee motivation are positively related.

Regression coefficient analysis

Table 6 Regression Coefficients between Employee motivation and organizational effectiveness

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.039	.065		.601	.548	-.088	.166
	Employee motivation	.256	.004	.946	58.134	.000	.248	.265

a. Dependent Variable: Organizational Effectiveness

Source: author's computation from survey questioner 2021.

In Table 6, the beta sign of employee motivation versus organizational effectiveness coefficients indicates the positive effect of the dependent variables.

Every percentage increase in the independent variables is accompanied by a proportionate increase in the dependent variable. According to most of the earlier studies cited in the literature review section, this conclusion is accurate.

Table 7 Regression Coefficients between individual effectiveness and organizational effectiveness

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.184	.059		3.105	.002	.067	.300
	Individual Effectiveness	.945	.015	.950	61.179	.000	.914	.975

a. Dependent Variable: Organizational Effectiveness

Source: author's computation from survey questioner 2021.

In Table 7, beta coefficients for individual effectiveness over organizational effectiveness show a positive correlation. Every percentage increase in the mediator variables is accompanied by an equal and opposite increment in the dependent variable. According to the literature review, this finding is consistent with most of the earlier research.

Table 8 Regression Coefficients between Group effectiveness and organizational effectiveness

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.243	.055		4.431	.000	.135	.351
	Group Effectiveness	.951	.015	.956	64.896	.000	.922	.980

a. Dependent Variable: Organizational Effectiveness

Source: author’s computation from survey questioner 2021.

Group effectiveness coefficients over organizational effectiveness show a positive beta sign in Table 8.

Every percentage increase in the mediator variables is accompanied by an equal and opposite increment in the dependent variable. According to the literature review, this finding is consistent with most of the earlier research.

Mediation Effect Analysis

H1: There is the impact of mediation effect of individual effectiveness between employee motivation and organizational effectiveness

H2: There is the impact of mediation effect Group effectiveness between employee motivation and Organizational Effectiveness

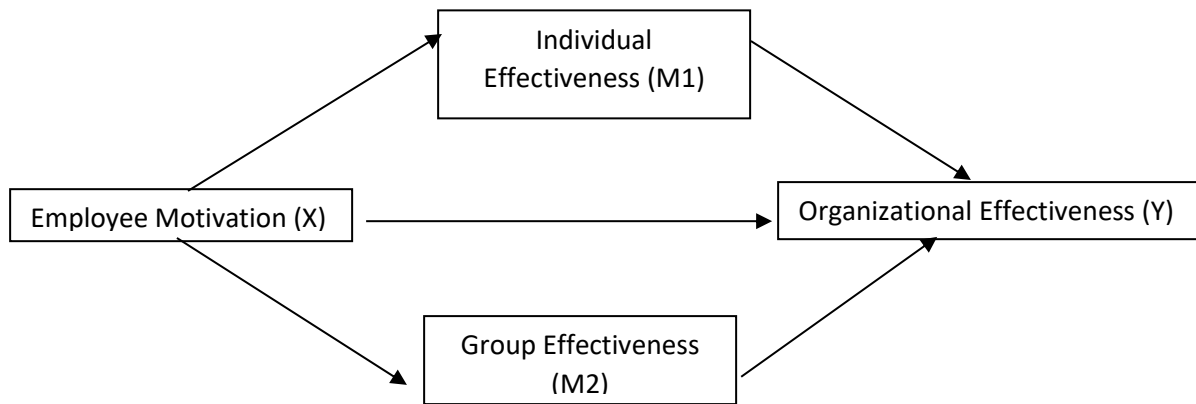


Fig 1. Parallel mediation diagram

The figure illustrates the model testing whether the relationship between employee motivation and organizational effectiveness is mediated by individual effectiveness and group effectiveness. The researcher used the recently developed *MEDIATE* macro for SPSS (Hayes and Preacher, 2013) to calculate both direct and indirect effects of employee motivation on organizational effectiveness. This was achieved by testing the independent variable employee motivation and dependent variables organizational effectiveness and mediators individual effectiveness and group effectiveness in a single model.

Mediate allows for more sophisticated analysis than previous mediation macros. It can jointly test multiple independent and dependent variables while also controlling for covariates’ potential influence. Mediate tests the significance of the direct and indirect effects between the predictor variable employee motivation and the dependent variable organizational effectiveness by the two mediators, individual and organizational effectiveness. The mediate macro generates percentile-based bias-corrected bootstrap confidence intervals for each indirect effect. The indirect path’s significance is indicated when the confidence interval does not contain zero ($p < .05$). The bootstrapping procedure helps evaluate mediating effects (MacKinnon, 2004; Williams and MacKinnon, 2008; Hayes, 2013a,b). Based on previous work by Preacher and Hayes (2004, 2008) and Hayes (2009), the bias bootstrap confidence intervals provides a more accurate estimate of indirect effects than the standard theory-based Sobel test because it does not have the stringent requirement that the sample is normally distributed

Result

Table 9 Regression model summary of individual effectiveness

Model	R	R Square	MSE	F	df1	df2	P
	.9159	.8388	.2173	2076.3033	1.0000	399.0000	.0000

Model	coeff	se	t	p	LLCI	ULCI
constant	.1496	.0802	1.8654	.0629	-.0081	.3073
Employee Motivation	.2496	.0055	45.5565	.0000	.2389	.2604

Outcome variable individual effectiveness
 Standardized coefficients Employee motivation .9159
 Source: survey data,2021



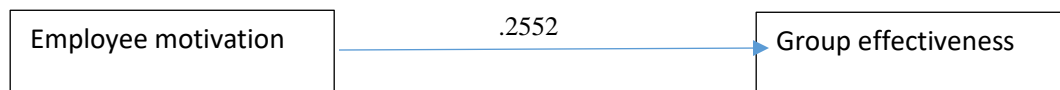
As table 9 demonstrates, Employee motivation is a significant positive predictor of interest ($b=.2496, se=.0055, p<.001$). This coefficient reflects the direct effect of employee motivation on individual effectiveness within the path model. Notice that the standardized coefficient is also provided, which is .9159

Table 10 Regression model summary of Group effectiveness

Model	R	R Square	MSE	F	df1	df2	P
	.9383	.8804	.1605	2937.2379	1.0000	399.0000	.0000

Model	coeff	se	t	p	LLCI	ULCI
constant	-.0160	.0689	-.2324	.08164	-.1516	.1195
Employee Motivation	.2552	.0047	54.1963	.0000	.2459	.2644

Outcome Group Effectiveness
 Standardized coefficients Employee motivation .9383
 Source: survey data,2021



As table 10 insights, employee motivation is a significant positive predictor of group effectiveness ($b=.2552, se=.0047, p<.001$). this coefficient reflects the direct effect of employee motivation on group effectiveness within the path model; the standardized regression coefficient for the path is .9383

Table 11 Regression model summary of organizational effectiveness

Model	R	R Square	MSE	F	df1	df2	P
	.9730	.9467	.0714	2349.4275	3.0000	397.0000	.0000

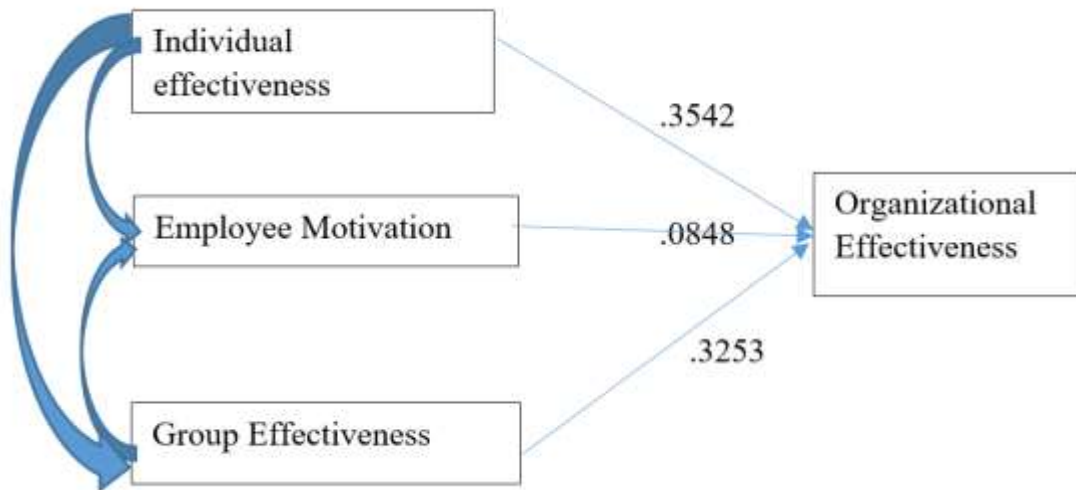
Model	coeff	se	t	p	LLCI	ULCI
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constant	-.0090	.0463	-.1948	.8456	-.1001	.0821
Employee Motivation	.0848	.0095	8.9636	.0000	.0662	.1034
Individual effectiveness	.3542	.0355	9.9737	.0000	.2844	.4240
Group effectiveness	.3253	.0413	7.8718	.0000	.2444	.4066

The outcome of organizational effectiveness

Standardized coefficients Employee motivation .3129, individual effectiveness .3564 and Group effectiveness .3265

Source: survey data,2021



As table 11 demonstrates employee motivation is a significant positive predictor of organizational effectiveness (b= .0848, s.e.= .0095, p<0.001), as is individual effectiveness is a significant positive predictor of organizational effectiveness (b= .3542, s.e.0355, p<0.001) and group effectiveness is a significant positive predictor of organizational effectiveness (b=.3253, s.e.0413, p < 0.001). the standardized path coefficient are for employee motivation .3129, for individual effectiveness .3564 and for group effectiveness it is .3265.

Table 12 Total, direct, and indirect effects of X ON Y

	se	t	p	LLCI	ULCI	c_ps	c_sc
Total effect of X on Y							
Effect	.0044	58.1339	.0000	.2475	.2649	.2223	.9457
Direct effects of X on Y							
Effect	.0848	8.9636	.0000	.0662	.1034	c'_ps .0735	c'_sc .3129

Indirect Effects of X on Y	Effect	BootSE	BootLLCI	BootULCI
Total	.1714	.0196	.1387	.2155
Individual effectiveness	0.884	.0292	.0416	.1554
Group Effectiveness	.0830	.0184	.0448	.1169

Source: survey data,2021

As table 12 explains the total effects of X on Y, computed as DE + IE =, .1714 + .0848 = .2562. Because Zero (the null) does not fall between the lower and upper bound of the 95% confidence interval. It infers that employee motivation's total effect on organizational effectiveness is significantly different from zero.

This indirect effect is tested using bootstrap standard errors and confidence intervals.

The null hypothesis is that the indirect population effect is zero, whereas the alternative is that the indirect population effect is non-zero. If zero falls between the lower and upper bound of the confidence interval (again, the default is 95%), you maintain the null. If zero falls outside of the interval, then you reject the null. Here, we reject the null.

The unstandardized indirect effect of employee motivation on organizational effectiveness via the first mediator individual effectiveness was 0.884 and was statistically significant (given 0 does not fall within the confidence interval).

The unstandardized indirect effect of employee motivation on organizational effectiveness via the second mediator group effectiveness was .0830 and was statistically significant (given 0 does not fall within the confidence interval. Both of these effects are referred to as specific indirect effects.

The total indirect effect is the sum of the two specific indirect effects, which can also be tested. The total indirect effect is $.0884 + .0830 = .1714$. The total indirect effect is statistically significant as 0 falls outside the confidence interval.

The c_{ps} is the partially standardized total effect; it is computed as the total effect/ s_y where s_y is the standard deviation for y. the standard deviation for the Y variable is 1.15309, so the partially standardized total effect is: $.2562 / 1.15309 = .2223$. The c'_{ps} is the partially standardized direct effect. It is computed as the direct effect/ s_y . Given the standard mentioned above deviation for Y, the partially standardized direct effect is $.0848 / 1.15309 = .0735$.

The c_{cs} is an entirely standardized total effect. It is computed as $c_{ps} * S_x$ where S_x is the standard deviation for X, in this case, employee motivation. For example, the standard deviation for the X employee motivation variable is 4.25468 so, the completely standardized total effect is $.2223 * 4.25468 = .9457$.

The c'_{cs} is the completely standardized direct effect. Is computed as $c'_{ps} * S_x$ is the standard deviation for X. the completely standardized effect is $.0735 * 4.25468 = .3129$.

Table 13 partially standardized indirect effect(s) of X on Y

	Effect	BootSE	BootLLCI	BootULCI
Total	.1487	.0173	.1201	.1885
Individual effectiveness	.0767	.0252	.0360	.1349
Group Effectiveness	.0720	.0164	.0386	.1035

Source: survey data,2021

As table 5 demonstrates, the partially standardized indirect effects are computed the unstandardized indirect effect divided by the standard deviation for Y: i.e., ABC/S_y . The standard deviation for Y is 1.15309. Thus, the partially standardized indirect effect for individual effectiveness is $.0884 / 1.15309 = .0767$, and the partially standardized indirect effect for group effectiveness is $.0830 / 1.15309 = .0720$.

Table 13 completely standardized indirect effects of X on Y

	Effect	BootSE	BootLLCI	BootULCI
Total	.6328	.0705	.5133	.7889
Individual effectiveness	.3264	.1070	.1532	.5697
Group Effectiveness	.3064	.0680	.1652	.4318

Source: survey data,2021

Table 6 insights the standardized indirect effect is computed as the product of the standardized paths a and b: $IE .2496 * .3542 = .3264$ and $IE .2552 * .3252 = .3064$. we see this effect is significant as 0 does not fall between the lower and upper bound of the confidence interval.

This effect is also computed by multiplying the partially standardized indirect effect by the standard deviation for X.

Discussion and conclusion

A mediation effect of individual and group effectiveness was examined in this study. At the Ministry of Transportation and its four corporate organizations, the study found that the two mediator factors significantly impacted employee motivation and organizational effectiveness.

It was concluded that staff members should be assigned to a position for which they have been trained and are best suited to enjoy doing what they know best. When subordinates are given responsibility and some form of authority, they are also well-motivated. Talented and ambitious employees should be allowed to reach their full potential.

There is a clear difference between suitably motivated and unmotivated employees, according to the study’s findings. Regarding employee motivation, the correlation between individual and group effectiveness is $(r= 0.812)$ and $(r= 0.814)$. Employees who are motivated feel a sense of belonging and are rewarded for their efforts and accomplishments. Motivated employees are more likely

to strive to identify with the company. Since they are highly motivated, they will carry out their duties with a strong sense of responsibility, humility, and efficiency.

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