

# Effects of Monetary Motivational Techniques on Organizational Performance of St. Benedict's Ndanda Referral Hospital – Ndanda Mission Masasi, Tanzania

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## Abstract

The study is on assessment of the monetary motivational techniques on organizational performance of St. Benedict's Ndanda Referral Hospital in Mtwara Tanzania. The study was guided by the Two Factor Theory. A concurrent research design was used whereas the research approach was mixed involving quantitative and qualitative data collection. A sample of 177 respondents was determined using Yamane (1964) from a target population of 316 employees of the Hospital. Content validity was ensured through discussion with specialists at the University and supervisors while reliability of the instruments was tested through Cronbach alpha coefficient. Data was collected through a self-administered questionnaire and key informant interviews using an interview guide. Quantitative data was analyzed using descriptive statistics where mean scores, frequencies and percentage were used to present results. Study findings indicated that salary, overtime, staff loans and health insurance with mean scores of 3.704, 3.654, 3.542 and 3.429 respectively as the highly rated monetary motivational factors used in the study area. Likewise, bonuses, transport allowances and gratuity were the least rated monetary techniques used with mean scores of 0.002, 0.003 and 0.001 respectively. From the study findings; it is concluded that there are monetary techniques that work effectively as indicated. It is thus recommended that the management of the hospital should look critically to other monetary motivation techniques in order to enhance the motivation of employees towards organizational performance of the hospital.

**Key Words:** Monetary motivation, techniques, Organizational performance

## 1. Introduction

Faith based organizations are distinguished through their affiliation with a religious structure, doctrine, or community (Dickson, 2019; Askeland, 2019). However, in business terms, the principles of success and business performance remain the same: every organization and business wants to be successful and has a desire to make constant progress (Lima et al., 2021; Varadarajan, 2020). It should however be remembered that, the strength of successful organizations or any aspect of any business is traced from its motivated employees whose hardworking yields organizations performance (Pang and Lu, 2018). A motivated employee is the one with a set course concerned with a kind of strength that boosts one's performance and directs towards achieving some definite targets (Ali and Anwar, 2021; Pang and Lu, 2018). Performance of organization and employees' motivation works parallel to ensure that maximum organizations success is achieved (Ali and Anwar, 2021). In implementing these, organizations are using different mechanisms including rewards, social recognition, team-based methods so as to motivate employees and enhancing organizational performance (Paais and Pattiruhu, 2020).

Rita *et al*, (2018) put forward that motivation comes from the powers inside or past a man that stimulates and maintains their sense of duty regarding a strategy. Thus, at the end, motivation prompts worker fulfillment (Rita, 2018; Paais and Pattiruhu, (2020), the eagerness to apply abnormal amounts of push to achieve authoritative objectives, adapted by the endeavors and capacity to fulfill the things that motivation requires. This results in two sorts of motivation: the intrinsic and extrinsic motivation (Ryan and Deci,

2020). A combination of intrinsic and extrinsic factors for motivation gives a picture that in order for employees at the workplace to be good in anything, motivation is one of the biggest requirements (Locke and Schattke, 2019). As employees spend most of their time at the workplace, it is important that they are motivated and bound by a positive mind-set for the work they do, other than that it would leave them annoyed and unhappy (Sitopu, 2021).

Healthcare workers and the management of health facilities understand the role that motivation plays in increasing organizations performance (Muthuri et al., 2020). The success of their jobs is drawn back from efforts directed to save lives through the motivation in them (Kolo, 2018). So, nurses, doctors, lab technicians, pharmacists and others, their performance depends on them being eager to stretch and give good results of whatever they do (López-Cabarcos et al., 2020). As a result, may enjoy productivity and profitability; retention, diligent and joyful employees leading to coherence and performance (Muthuri, 2020). Furthermore, very few organizations believe that employees have individual needs which must be obtained and habits which must be managed if they are to contribute to organizational growth and development (Kolo, 2018). Issues of salary increase, training programs, promotional structures and rewards; and recognition systems can in one way affect or improve motivation among health workers in hospitals.

According to Coccia (2019), the prime purpose of monetary incentive towards successful accomplishment of organization mission is to motivate the employees and encourage them to perform their tasks to standards while at the same time fulfilling their individual economic needs. To the far end of the spectrum is to one compensate employees for the service they rendered to the organization in form of salaries. Second, to give employees incentives covering other duties that are not stipulated into the scheduled payments i.e. salaries. Manganelliet al, (2018) adds that, regardless of the places and times, monetary incentives play an important role in every work environment whether it is a public sector or a private sector. St. Benedict's Ndanda Referral Hospital in Ndanda Masasi as a private sector uses this type of incentive technique towards motivating employees of all carders at the Hospital.

According to Pang and Lu (2018), the use of monetary enticements techniques might differ from one place to the other which results in differences in effectiveness to entice employees resulting in organizational performance differences. There are monetary techniques that work effectively in some organizations while they may not work effectively in others. Healthcare institutions are supposed to help and encourage employees to be more creative, fulfilled and satisfied so that they can handle the function of helping the sick people who are their clients (Miao *et al.*, 2019; Ali and Anwar, 2021). When the monetary reward techniques are effectively used, they lead to enhanced employees' performances to reach their goals and cumulatively to reach organizational goals. It is also true that some organizations have not been well using monetary motivation to employees for the purpose intended which leads to demotivation of staff. Nasution (2019) advocates that religious owned institutions are even difficult in accepting that one needs to be motivated to perform his or duties. The current study was directed at an assessment of the monetary techniques used by St. Benedict's Ndanda Referral Hospital in Ndanda by looking into the effects of such incentives on triggering motivation and hence organizational performance.

St. Benedict Ndanda Referral Hospital - Mtwara is a Faith based private for non-profit Hospital owned by the Congregation of Benedictine Abbey Ndanda, Masasi - Mtwara Region Tanzania, and is part of the network of catholic Health Institutions in Tanzania (Annual Report, 2020). The hospital is registered by the government of Tanzania through the private hospital Act of 1977 through the Ministry of health Community Development Gender, elderly and children (MOHC DGEC) as a voluntary agency Hospital (VAH) (URT, 2018). The hospital was upgraded to become a referral hospital at regional level in 2010 through the government gazette notice no. 828 of Nov. 2010 (URT, 2011). The Hospital is run by the Registered Board of Trustees of St. Benedict's Ndanda Referral Hospital. Historically St. Benedict Ndanda Referral Hospital dates back since 1927 where it was founded by German Missionaries of Benedict Monastery of the Catholic Church (Annual Report, 2020). Today the Hospital is over 90 years since establishment, with a total of 316 employees, and with capacity of 300 beds for inpatients, serving a catchment population of 2,288,792 people and service area of about 120,402 populations according to Tanzania 2012 census (Annual Report, 2020).

The Hospital Annual Published Report (2020) indicates that, about 200 – 300 patients per day are treated at the General OPD and Emergency Department. Manchester Triage System is used for triage of patient's emergencies are treated immediately by a Medical Doctor (MD) in the emergency room, which is well equipped with oxygen concentrator, suction machine and emergency medical supplies. The general OPD team comprises one Medical Doctor (MD), two Assistant Medical Doctors (AMO), two intern doctors, two Clinical Officers (CO) and three nurses. Children up to 5 years are treated at SBNRH, where basic investigations and routine vaccinations are provided free of charge while a total number of patients received in 2020 were 73,900. Like any other healthcare organization with such a big number of employees; bed capacity and sensitive tasks like that, St. Benedict Ndanda Referral Hospital requires a strong management and motivated team of staff to work and deliver to the expectation of a referral Hospital. The current study will assess the effects of motivation on organization performance in St. Benedict's Ndanda Referral Hospital.

## **2. Statement of the Problem**

Employees and organization performance mostly depend on employee motivation. Low motivation affects employees and organization performance. Motivated employees are committed and productive and provide good services to the organization. Employers who exercise employee motivation through a series of rewards for job well done and better organizational performance including the monetary incentives to employees do get a good return out of employees efforts (Van Pelt et al., 2020). St. Benedict's Ndanda Referral Hospital has made efforts in enhancing compensation in order to increase employees' performance but results have not significantly shown a difference (Annual Report, 2020). A sizable gap still remains for studies to be done for this particular organization. Furthermore, no study has been conducted at the St. Benedict's Ndanda Referral Hospital on staff motivation and its impact on organizational performance. The objective of this paper therefore, is to assess effects of monetary motivation techniques used for employees' motivation on organizations performance of St. Benedict's Ndanda Referral Hospital.

## **3. Theoretical framework**

The study was guided by the two-factor theory of motivation by Herzberg. The theory was proposed in 1959 by Frederick Herzberg, a behavioral scientist. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. Herzberg's work orders motivation into two components: sparks and hygiene (Herzberg *et al.*, 1959). Spark or inborn elements, for example, accomplishment, acknowledgment, headway, open door for development create work fulfillment. Cleanliness or outward factors, for example, pay, status, working conditions, specialized supervision and professional stability, deliver work disappointment. The relevance of this theory to the current study is that both sparks and hygiene factors are applicable and the theory can well inform the study with regards to the monetary incentive techniques being covered by the theory.

The weakness of the two-factor theory overlooks situational variables. The theory assumes that there is a correlation between satisfaction and productivity. This assumption brings about the theory's reliability being uncertain as no comprehensive measure of satisfaction was used. However, the strength of the Two Factor theory is that it explains a rational approach to motivation. It helps in understanding the effect of job content on motivation of employees. It clearly distinguishes between the factors that motivate employees on the job and the factors that maintain employees on the job. Thus, Frederick Herzberg theorized that employee satisfaction has two dimensions: "hygiene" and motivation. Hygiene issues, such as salary and supervision, decrease employees' dissatisfaction with the work environment. Motivators, such as recognition and achievement, make workers more productive, creative and committed in the working environment even today in almost all firms. Among others, the monetary motivational techniques are covered well with this particular theory to inform the study.

## **4. Empirical Literature Review**

Monetary rewards are the main expense charged on the profit and loss account of the organizations and have been recognized as a major factor that motivates employees and it has to be managed carefully (Sudiardhita et al., 2021). Boss and Emirates (2018) using descriptive statistics in their study on employee empowerment and employee performance: An empirical study on selected banks in UAE found that direct financial motivation plays a critical role in enticing talented employees, and have a joint impact on work motivation

of the lower level employees. Financial rewards are legal obligations in the employment relationship and are critical incentives to attract and retain employees. Nevertheless, the existing literature shows that rewards transcend monetary boundaries (Agbenyegah, 2019; Alefari, 2020). Which means that, there are limits beyond which employees may be motivated by monetary packages. There is more than money to employees' motivation which at the end impacts on the entire organizational performance.

According to Alefari (2018), the significance of money as a motivator has been reliably modulated by most behavioral scientists such as Fredrick Herzberg. In his two-factor theory; he pointed out that the value of challenging jobs, feedback, cohesive work teams, and other non-monetary factors stand as stimulants of work motivation. However, money is the critical enticement which affects the work motivation because it is the vehicle by which employees can purchase the several needs and filling things that they desire as also found by Olusadum *et al*, (2018). However, it should be remembered that even Herzberg's theory was criticized on the basis that it assumed a correlation between satisfaction and productivity. This is because the research conducted by Herzberg stressed upon satisfaction and ignored the productivity part. The theory's reliability became uncertain as the linkage between the two was not proved at the time of study.

Olusadum and Anulika, (2018) in their study on the impact of motivation on employee performance: a study of Alvan Ikoku federal college of education using a correlation analysis found out that, for financial rewards to motivate an individual, certain conditions must be met, that is; the type of reward must be important to an individual and should be perceived as a direct reward for performance. Especially, if it is money, the marginal amount should be perceived by the individual as significant for his requirements to be fulfilled by that sum of money. Therefore, for financial rewards to motivate employees at work, the marginal difference in pay increases between a high performer and an average performer or a highly skilled and low skilled should be significant. The study recommended that employers should be careful when setting the levels of monetary motivation to differentiate the current level and the new one (marginal) but also between the different employees ranks and duties i.e. a medical doctor and a nurse.

Sutanto *et al*, (2018) and Manganelli *et al*, (2018) both at different times and places reported that employees work for money, but they work even more for the meaningful amount of money they get in their lives while at work. Where there is no meaning of work, there is a greater loss of loyalty and commitment, and pay should therefore not be substituted for a working environment which highly considers trust, fun, and meaningfulness. This simply means that money should be used in conjunction with other motivational factors at work for it to bring about meaningful results in employees' performance. Moreover, Astuti *et al*, (2020) in their study on Islamic leadership, Islamic work culture, and employee performance: The mediating role of work motivation and job satisfaction using a regression analysis mentions that, introduction of financial rewards could gain extra efforts from the employees to the extent where the marginal value added is equal to the marginal cost paid for that additional work. This shows that financial rewards are a type of paid value to employees in return for their extra efforts exerted. Furthermore, the findings of the study by Astuti (2020) found a positive relationship between employee engagement and financial rewards and firm performance as well.

Likewise, Alwaki (2018) conducted an econometric study investigating the effect of monetary rewards in the voluntary employment sector. Participants in the study indicate that they would decrease their volunteer service when a higher financial reward is introduced as it decreases their intrinsic motivation. This finding is similar to that of Martono *et al*, (2018) who found that, when financial rewards are given to individuals, they are more likely to shift their internal interests from performing a task (internal attributions) to external attributions (pay). So, employers should be careful in terms of the two extremes and try to make a balance between the two.

Many studies have been conducted on monetary motivation techniques used worldwide including that of Musunguzi *et al*, 2018; Lashley, 2018; Faupel and Süß, 2019; Joseph, 2020; Ekundayo, 2018; Petasis *et al*, 2020). In most of the findings of these studies that have been done, the focus was placed on the effects of motivation on employees' performance. This study takes a different path in finding out the effects of monetary motivational techniques used on organizations performance specifically at St. Benedict's Ndanda

Referral Hospital as none of the studies mentioned was done in such an environment. Also, many studies have been done at the organization's level, especially trying to find the effects of motivation on employee performance, productivity and profitability. This study will be done at the hospital, which is the service and nonprofit organization.

### 5. Materials and Methods

The study was done at the St. Benedict's Ndanda Referral Hospital at Ndanda Mission in Mtwara region. The selection of the study area was due to the fact that it is the biggest hospital in the region with a big catchment area as indicated in the literature review. For that case it was expected that adequate data is possible to be obtained for accomplishment of the study. A concurrent research design was used whereas the research approach was a mixed research approach involving quantitative and qualitative data collection. A sample of 177 respondents was determined using Yamane (1964) from a target population of 316 employees of the Hospital, with an exception of the management and the heads of departments who were later used as key informants for the study who were 7 people in total. Thereafter, proportionate sampling was done for the reason of equal representation from the different staff cadres at the Hospital. A content validity was ensured through discussion with specialists at the University and supervisors while reliability of the instruments was tested through Cronbach alpha coefficient where a coefficient of 0.762 was obtained. Data was collected through self-administered questionnaires and key informant interviews using an interview guide. Then, data was processed and analyzed based on information collected. The hypothesis was tested using linear regression on the effects of motivation to employees on organizational performance. Results have being presented in the form of frequencies and percentages. Quantitative data analysis was done using descriptive statistics where mean, frequencies, pie charts were used to present the findings. Qualitative data analysis was done using content analysis where themes were developed to enhance findings from the quantitative part.

### 6. Findings and Discussion

Respondents were asked to indicate their level of agreement in a likert scale set of questions from 1 to 5 ranging from strongly agree to strongly disagree where 1 = Strongly agree, 2 = Agree, 3 = Neutral, 4 = Agree, and 5 = Strongly disagree.

**Table 1: Monetary Motivational Techniques**

Statement	Frequency	Percentage	Mean	Standard Deviation
Salary	27	15%	3.704	0.378
Overtime allowances	26	14.7%	3.654	0.374
Bonus pay	2	1%	0.002	0.001
Car loan	11	6%	2.000	0.077
House allowance	17	10%	3.000	0.277
Staff loan	24	14%	3.542	0.365
Monetary pay for recognition	16	9%	2.750	0.244
Payment for special duties	23	13%	3.348	0.362
Transport allowance	3	1.7%	0.003	0.009
Salary advance	6	3%	1.000	0.017
Gratuity	1	0.6%	0.001	0.000
Healthy insurance	21	12%	3.429	0.368
<i>Total number</i>	<i>177</i>	<i>100%</i>		

Source: Field Data (2022)

In this study, twelve monetary motivation factors mostly mentioned in the literature were assessed as to how they motivate employees in the study area. The first monetary technique used at the hospital which was mostly agreed by the respondents was salary with a highest mean score of 3.704 with a standard deviation of 0.378 across the salary scales of employees. This variable seems to influence dependent variables most than other independent variables since it has the highest mean value of 3.704. This finding implies that the

organization performance at the study area through employee motivation is strongly influenced by the salary they get than other study predicting variables. The findings too take an obvious route of analogy that the basic compensation that an employee receives in exchange of the service rendered to the employer also becomes the basic motivator for job performance. Meanwhile, the standard deviation indicated that it was not deviating much from the mean. According to Asaari et al, (2019), salary, promotion, and recognition toward work motivation among government trade agencies influences employees performance.

The second element with the highest score was overtime pay with a mean score of 3.656 and a standard deviation of 0.378. This implies that the management of the Hospital normally recognises that employees work over and above the required time allocated to them. When that happens, then they are compensated for their services. Researchers in Human Resource Management, motivation and organizational performance acknowledge that bonus and overtime rate payments are used as strategies for enhancing corporate performance. Furthermore, these strategies offer flexibility in working and paid overtime. This plays a big role in gender, parental and occupational status like it was found by Ndubuisi and Barnabas (2020), but also by Chung and Van der Horst (2020).

Furthermore, the study shows that staff loan was ranked higher in terms of respondents being in strong agreement to the variable with a mean score of 3.542 and standard deviation of 0.365. This is an implication that staff are comfortable with the arrangement that the employer agrees to act in the middle between them and the financial institutions. The money they get can be used to finance different social and economic needs like purchases of home assets, house construction and bills payments. As a result, employees are motivated to work hard having solved their financial problems with their families. Settling minds to work without stress brings about job performance for individuals but also aggregated to whole organizational performance. The findings are also supported by one of the key informants who said that:

*“Most employees do not have valuable assets to finance capital investments in their lives like purchases of land, motor vehicles and construction of houses, a few to mention. A financial opportunity that they get by being employees at the hospital helps them to acquire loans through the commercial banks and make some repayments slowly which supports in their personal development economically and socially” reported on 27th May, 2022.*

Then the finding was also supported by second key informants who said that:

*“Many employees suggested that overtime payments, allowances, house allowances, meals and cash paid direct to the employee’s, award to the employees who have saved for the long period and responsibility allowance can make an employees to be motivated in their working place and other staffs which supports in their personal development economically and socially” reported on 27th May, 2022*

Monetary pay for recognition of employees in their performances as a monetary technique and house allowances were having mean scores of 3.000 and 2.750 respectively with standard deviation of 0.277 and 0.244 respectively. The two techniques had good scores in terms of the agreement by the respondents with regards to motivation towards organizational performance. This implies that, employee’s opinion was recognized by the employer when they excel with whatever they were doing, the employer reacted by giving out monetary prizes. This could be an aspect that motivated employees to do even more but also encouraged others to work hard in anticipation that they could also be rewarded when they perform better. According to Baljoon *et al*, (2018), recognition is at the heart of employees’ motivation. Whatever efforts an employee exerts to work should be taken into account as part of the organization's performance and success.

As with regard to bonus pay, transport allowances and gratuity pay which mean scored 0.002, 0.003 and 0.001 respectively with the minimal scores in the monetary motivational variables, it seems the hospital does not use these kinds of techniques to motivate staff. If they are however used, the minimal mean score may be an indication of being unsatisfying employees to the magnitude of enticing them to work hard and contribute to an organizational performance. According to one the key informant, he informed that:

*'The management of the hospital cannot guarantee bonuses for the job well done as this is a service offering institution and not a profit-making entity. Doing that will send a wrong signal to the community that the Hospital is doing business at the expense of the sick people' reported on 26<sup>th</sup> May, 2022. .*

According to another key informant, he informed that:

*'The management of the hospital was supposed to pay more according to the load of the particular departments but it's contrary according to the work performance. Doing that was sending wrong pictures to the hospital members that the Hospital is doing business at the expense of the sick people' reported on 26<sup>th</sup> May, 2022. .*

## **7. Conclusion and Recommendations**

In general the objective of this study was to assess the monetary techniques used by the St. Benedicts Abbeys Referral Hospital at Ndanda Mission in Mtwara Region, Tanzania. According to the research findings, it is concluded that there is a variety of the monetary techniques used by the Hospital that employees in their own opinion think that they are motivating factors that affect organizational performance in the study area. Salary was the most highly ranked variable followed by payment of overtime allowances, loan for employees and monetary pay for recognition. In addition, some of the monetary incentives techniques however were found not to affect organizational performance through monetary staff motivation. The study recommends that the St. Benedicts Abbeys Hospital management should also consider other type of monetary incentive which will increase individual's satisfaction and loyalty to work, enhance more cooperation and enhance performance of the Hospital.

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