

## **Teacher Motivation and School Performance, the Mediating Effect of Job Satisfaction: Survey from Secondary Schools in Mogadishu**

**Ali Yassin Sheikh Ali (PhD)**

Assist professor, SIMAD University

Mogadishu, Somalia

**Abdulkadir Mohamud Dahie**

Faculty of Education and Social Science

Somali University

Jidka Tarabuunka Km4, Mogadishu, Somalia

**Ali Abdulkadir Ali**

Graduate Student- MA economic policy

Kampla University

Kawuku, Kampala, Uganda

### **Abstract**

*After a long time of destruction and civil war in Somalia, the education sector suffered quite a lot in terms of quality of education services, curriculum , government role and teacher motivation which effected on school performance. school performance and students success were considered as a crucial part in the accomplishment of schools goals and targets and one important factor that influences performance is how motivated and satisfied teachers are with their jobs and organization.*

*The objective of this study was to determine the significant relationship between teacher motivation and school performance; the mediating effect of teacher's job satisfaction. In this study a survey technique was used and a convenient sampling method was used to collect 80 respondents from Secondary Schools in Mogadishu. a questionnaire with eight main constructs was used. The study found that there is a significant relationship between teacher motivation, job satisfaction and school performance.*

*Finally on the basis of this strong correlation among these variables mentioned above, it is recommended that both extrinsic and intrinsic motivation be applied among the teaching staff in order to improve job satisfaction and school's performance in the end.*

**Keywords:** Teacher motivation, Job Satisfaction, Secondary Schools, Mogadishu, School Performance

### **1. Introduction**

After independence in 1960s, Somalia had more than two hundred Primary Schools and 12 Secondary Schools inherited from the British and Italian colonial systems. Comparatively not much progress was recorded for the next decade. In 1972, the first Somali alphabet, using the Latin lettering, was introduced, and thereafter the Somali language gradually became the official medium of instruction first in the lower and later in the higher classes. Mass literacy campaigns were launched in urban and rural areas which affected the expansion of education system in the country.

As a result of using Somali language and mass campaigns, the enrolment figures for primary schools rose from 28,000 in 1970 to 220,000 in 1976 and to 271,000 in 1982. Likewise, the number of primary schools increased from 287 in 1970 to 844 in 1975 and to 1407 in 1980. Further, the number of teachers reached a peak of 3,376 in 1981. In short, by 1980 some definite progress had been recorded in the primary education sector.

Somali teachers were public servants; the ministry of education was responsible for their remuneration, training and housing, working with ministry of education was honorary job, the government made wonderful literature and songs to motivate the teachers.

Recently one of the traits of the education growth in Somalia is related to the diverse range of founders and owners. Most of them are founded by the Diasporas, the local community, religious NGOs or private entities. Therefore, due to the lack of adequate resources with the governmental institutions, this has limited the local authorities' involvement with the education sector. Very few of the education institutions in Somalia are governed by federal or local authorities; almost half of them are governed by education associations or umbrella organizations. Some others are independent. Still, most of them declare there're channels of communication between them and their local authorities. But these institutions admit their communications with the local authorities end after the registration stage.

Years of war and institutional decline have resulted in very poor education status in Somalia. The population is largely destitute and totally dependent on remittances and international aid flows, and has limited access to the basic education system. Less than 42% of young and adults attend formal education, these young students are from those families which can afford the fees. Somalia's education system were bushed; comprising primary, secondary and higher education (Go to school initiative, 2013). However, education facilities are limited in number, inadequately distributed, operate using vastly different standards, and often cannot provide a technical student which can get his bread from the market using skills and technical education received. Most of the newly graduated students from secondary schools are unemployed since they don't have any skills needed in the emerging business market.

One of the worst working conditions in Somalia is being a school teacher. It's the lowest paid job in the country; two hundred US dollars are the most paid checks entire the country. The working hours are so many; six days with seven lectures per day.

Somali teachers have no compensation benefits, health and social insurance like other jobs in the country; the absence of a central government and strong local authorities in Somalia has enabled and encouraged the inhuman practices of education privatization. School owners behave like old age business owners charging high tuition fee for students and less payment for school teachers.

Job satisfaction and motivation are very important to continuing growth of educational system in Somalia and around the world. Motivation plays an important role in the organization because it increases the productivity and goals can be achieved an efficient way and also motivation takes part in the vital role for teachers because it helps to achieve target goals in efficiency way. Teacher motivation is very important since it improves the skills and knowledge of teachers seeing as it directly influences the student's achievement (Mustafa & Othman, 2010).

Job satisfaction takes an essential part in the organizational performance because if in schools, the teachers do not have sufficient motivation then there is less performance which directly influences the student's knowledge and also the education system. However, the teachers need motivation to work efficiency and also to enhance their ability and knowledge. 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 & Carden, 1999).

A Study in Malaysia had the objective which was to determine the influence of job Satisfaction on organizational performance among academics in four public Secondary Schools in Kelantan, Sample was randomly selected through systematic procedure and data was collected from 320 samples using self-administered questionnaires. The data was analyzed using descriptive analysis to describe the respondents' profile and using Pearson Product Moment Correlation to test the Relationship between variables. The result indicated that there was negative significant Relationship between daily faculty workload and job satisfaction. Organization should consider the amount of workload since reasonable daily load will determine the satisfaction of employees. High job satisfaction among employees will enhance organizational citizenship and loyalty. (Mustapha & Ghee, 2013)

In the study carried out by Jibowo (2007) on the effect of motivators and hygiene on job performance among a group of 75 agricultural extension workers in Nigeria. The study basically adopted the same method as Herzberg et al, (1959) and it shows some support for the influence of motivators on job performance. In another study carried out by Centres and Bugental (2007), they also based their research on Herzberg's two-factor theory of motivation, which separated job variables into two group; hygiene factors and motivators.

They made use of sample of 692 subjects to test the validity of two-factor theory. And it was discovered that at higher occupational level, "motivators" or intrinsic job factors were more valued, while at lower occupational level, "hygiene factors" or extrinsic job factors were more valued. From this work they concluded that organization that satisfies both extrinsic and intrinsic factor of workers get the best out of them. In view of this, this study attempts to identify the impact that motivation has on employee performance in order to address problems arising from motivational approaches in organizational settings. the study had two main objectives, the first objectives was to investigate the relationship between employee motivation and organizational performance and second objective was to find out if Job satisfaction mediate the relationship between employee motivation and organizational performance.

## 2. Literature Review

This section highlights review articles about Employee Motivation, Job Satisfaction and Organizational Performance that were published in different international journals. This report also compares the findings of the articles since these studies were conducted in disparate situations according to the environment.

This research examined the relationship between human resource management, job satisfaction and organizational performance. Questionnaire was employed and data was analyzed by using SPSS. This study revealed positive relationship between human resource management, job satisfaction and organizational performance (Becker & Gerhart, 1996)

Another research was held to identify employee motivation and organizational effectiveness. In this study questionnaire was used to collect the data and SPSS was used to analyze the result. The findings showed positive relationship between employee motivation and organizational performance. (De Dreu & Beersma, 2005)

Same research investigated the relationships between some characteristics of organizational Climate and employee Satisfaction and organizational performance in Bharti Airtel India Ltd at Shimla head office. This study included a questionnaire that contains the major factors influencing both the main parameters i.e. organizational climate and employee Satisfaction. The factors which in general can affect any organization, but later this study focused those parameters according to the employees of Bharti Airtel limited at Shimla head office. The present study found a positive relationship between organizational climate and employee satisfaction; as if the climate of any organization is found unable to create a satisfactory atmosphere for its employees it may lead to decline in the loyalty and satisfaction of the very important Assets of any organization. (Kumar, 2014)

This study determined the relationship between job satisfaction and organizational performance. Data was collected by questionnaire and was analyzed by using SPSS. The study displayed positive significant relationship between satisfaction and organizational performance. (Baard & Dect, 2004)

Another study investigated employee engagement, job satisfaction on organizational performance. The study was employed questionnaire and data was analyzed by using SPSS. The findings indicated positive relationship between job satisfaction and organizational performance as well as employee engagement and organizational performance. (Markos & Sridevi, 2010)

This study sought to establish the effect of motivation on organizational performance in the Public Middle Level Technical Training Institutions in Kenya. The study adopted a descriptive research design. Sample size was 315 targeting administrators, heads of department, teaching staff and non teaching staff. A structured questionnaire with likert scale questions was used to collect data from the respondents. An interview was also conducted with the administrators and heads of department. The study used two content theories that explain the specific factors that motivate people and two process theories which are concerned about the psychological and behavioral processes that motivate an individual. Most employees in Public Middle Level Technical Training Institutions in Kenya nowadays hold diplomas and degrees in various disciplines of studies. The study found that employees are not satisfied with their pay and work environment. Limitations: the study was conducted in one county and therefore cannot be generalized in other public and private institutions. Practical implications: The practitioners and policy makers of technical institutions should use this study in developing policies and strategies to manage their human resources. (Ek & Mukuru, 2013)

Present research has been carried out for the purpose of measuring the effect of work motivation on organizational performance of employees in Islamic Revolution Housing Foundation, which has taken place in 2013. In this study, a sample containing 70 individuals was randomly selected according to Morgan table among the statistic population of 85 employees in Islamic Revolution Housing Foundation.

Work motivation and job performance questionnaires were designed and the collected information were put into data analysis and hypothesis testing by using AMOS and SPSS software. The results show that the work motivation has a positive and significant effect on job performances of employees in Islamic Revolution Housing Foundation. (Azar & Shafighi, 2013)

Another research discussed motivation and performance of librarians in public Secondary Schools in Ghana. The study examined motivation of librarians, the effect of motivation on performance, the views of librarians on motivation, the level of satisfaction of librarians and the effort the public university managements are making to motivate librarians. Through literature review, the concept of motivation and its effects on performance were discussed. The study employed a survey method, questionnaire were designed and distributed to seventy-two targeted librarians in six public Secondary Schools in Ghana, out of this, and sixty returned the duly completed questionnaire. The questionnaire sought to identify intrinsic and extrinsic factors which motivate librarians and how it affects their performance. The study revealed that the motivational level of librarians in public Secondary Schools in Ghana is high and that the motivational level affects majority of librarians positively. The public university managements have made some efforts to motivate librarians but they need to do more to improve the current situation. The study concludes with some Recommendations on how to improve motivational systems in place in public university libraries. The discussions in the paper provide some insights into intrinsic and extrinsic factors that Motivate librarians in public Secondary Schools in Ghana. (B, S, & K, 2013)

Same research was conducted to investigate the impact of motivation on performance in the public security sector in Nairobi County, Kenya. The study used a mixed research design of exploratory, descriptive and quantitative designs with the list of regular police officers serving as the sampling frame. The questionnaire was used to gather relevant information from the respondents. Data collected was analyzed using both the descriptive and inferential statistics. The study established that there is a strong influence on performance of the regular police officers attributable to units of change in motivation. The study recommended that government and other concerned stakeholders should adequately motivate the police for improved performance / service delivery. (Susan, Gakure, Kiraithe, & Waititu, 2012)

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 and also a positive relationship between Job Satisfaction and Organizational Performance. The Employee Motivation and Job Satisfaction were both positively related to Organizational Performance. 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. (Mc, Ssekakubo, Lwanga, & Ndiwalana, 2014)

Another study investigated the relationship between Motivation and Job Satisfaction on organizational performance. Motivation has been treated as a dependent and Job Satisfaction as an independent variable. The respondents were the employees of one of the public sector giants of India. The data has been collected from 45 white color employees (supervisors and above) of BSNL, Saharanpur. Primary data has been collected by the researcher through two different standard structured Questionnaires based on a five pointer Likert scale. The results show a positive correlation between motivation and job satisfaction i.e., motivation increases with increase in job satisfaction and vice-versa. The results of the study also indicate that, motivation remains unaffected of both age as well as the length of the service of the employees. It may be because of the fact that the factors responsible for motivation and satisfaction seem to be present in the working environment of the organization. The paper also finds the relative importance of different factors that contribute to the satisfaction of employees; Compensation Package emerged as the most important factor, whereas the Self Actualization appears to be the least important factor. (Singh & Tiwari, 2011)

Same study was conducted to know the impact of reward and recognition, satisfaction with supervision and work itself on job satisfaction. Moreover, the relationship between job satisfaction and work motivation on organizational performance was also explored with the help of responses collected from employees working in public educational institutions in Rawalpindi area. Questionnaire as research instrument was used and floated to 379 employees at various hierarchical levels. In total, 294 usable responses were received which were analyzed through SPSS 15.0.

Results showed significantly positive relationship between reward and recognition, satisfaction with supervision and the work itself, with job satisfaction as well as a very positive and significant relationship was also observed between job satisfaction and intrinsic motivation. Implications of the study for management and policy makers in the context of human resource practices are discussed. Limitations and guidelines for future research are also given. (Shah, Rehman, Akhtar, Zafar, & Riaz, 2012)

This study investigated the levels of motivation, job satisfaction and job performance of library personnel in government and privately-owned Secondary Schools in North-Central, Nigeria. The target population for the study consisted of librarians and library officers in fully-operational Secondary Schools in North-Central Nigeria. The entire population of librarians and library officers were adopted. Two sets of modified instruments: Motivational Factors Job Satisfaction Questionnaire (MFJSQ) and Job Performance Questionnaire (JPQ) were used for data collection. Descriptive statistics was used to analyze the responses from the respondents. Above all, descriptive statistics of mean and standard deviation was used to answer the three research questions on the levels of motivation, job satisfaction and job performance of library personnel. Findings showed moderate level of motivation and job satisfaction respectively while there was high level of job performance of library personnel. The study recommended that the management of Secondary Schools in the North-Central Nigeria should take note of the following areas: adequate job design, description and employees' participation in decision making/leadership training, recognition and in-service training program for library personnel. Other recommendation include: encouragement for library personnel to enhance job commitment and to be more predispose to critical thinking in order to be able to solve library related problems. (Saka & Salman, 2014)

Another study was conducted to provide a research framework regarding the influence of motivation on human resources performance. In this regard, the researchers applied Herzberg's two factor theory, selecting the motivational factors which influence the activity of employees from industrial firms. Considering the aim of the research, the paper proceeds to analyze the influence of prevalent motivational factors on employees' work performance. The study employed questionnaire and the data was analyzed by using SPSS. The findings showed that there is positive relationship between employee motivation and organizational performance. (Rusu & Avasilcai, 2013)

Same study investigated the most satisfying event of an employee in the job, why employees stay and leave the organization. Job satisfaction is a general attitude towards one's job, the difference between the amount of reward workers receive and the amount they believe they should receive. In this study survey questionnaire was used to collect the data and the data was analyzed SPSS. The result indicated significant positive relationship between job satisfaction and organizational performance. (N N & Jacob, 2015)

The present research is an attempt to find out the major factors that motivate employees and it tells what the relationship among reward, recognition and motivation is while working within an organization. The data were collected from employees of diverse type of organizations to gain wide representation of sect oral composition. In all, 250 self administered questionnaires were distributed among the employees of different sectors and they returned 220 completed useable questionnaires for response rate of 88%. The participation in survey was voluntary and confidentiality of responses was ensured. The statistical analysis showed that different dimensions of work motivation and satisfaction are significantly correlated and Reward and recognition have great impact on motivation of the employees. Implications of the study for managers and policy makers in the context of human resource practices have been discussed. Limitations and guidelines for future research are also provided. (Danish & Usman, 2010)

Another research investigated employee attitude, job satisfaction on organizational performance. 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. The findings indicated positive relationship between employee attitude, job satisfaction and organizational performance. (Saari & Judge, 2004)

Same research was held to examine work-life balance practices, as espoused by many organizations, rests on attracting better applicants and reducing work-life conflict among existing employees in order to enhance organizational performance. The study used a mixed research design of exploratory, descriptive and quantitative designs with the list of regular police officers serving as the sampling frame. The questionnaire was used to gather relevant information from the respondents.

Data collected was analyzed using both the descriptive and inferential statistics. The study found that there is significant positive relationship between work life balance and organizational performance. (Beauregard & Henry, 2009)

The objective of this study is to clarify ambiguities in the literature regarding the relationships among three key constructs of work relationships: effort, job performance, and job satisfaction. The relationship between job performance and job satisfaction is of central interest to research in organizational psychology. The study used a model that incorporates the main constructs from agency theory and organizational psychology, the current study finds a negative, direct Effect of effort and a positive, direct effect of job performance on job satisfaction. The authors show that conflicting findings in the literature are the result of inconsistency in both the measurement and the definition of constructs across studies that do not fully account for all the relationships between constructs. The current findings emphasize the need to distinguish clearly between factors that represent employees' inputs in a work relationship (i.e., effort) and those that represent their outputs (i.e., job performance). The article also demonstrates the importance of properly accounting or controlling for all key variables to eliminate biases that can arise in empirical research on work relationships (Christen, Iyer, & Soberman, 2006)

Another study was held to identify the influence of job satisfaction on organizational performance. Data analyzed using zero-order correlation and hierarchical regression analysis showed positive correlations of perceived and job satisfaction with task performance. The result showed positive associations of perceived job satisfaction with organizational performance. (Indermun & SaheedBayat, 2013)

Same study examined the influence of job satisfaction on organizational performance. The study employed survey using structured questionnaire and the data has been analyzed by SPSS, The findings showed significant positive relationship between the two variables. (Edmans, 2012)

This research was conducted to perform a review which aggregates and analyzes the individual research findings which pertain to the relationship between self efficacy, employee motivation and Work related performance of the employee. To assess the influence of self-efficacy on the performance of individuals at workplace and the mechanism by which self-efficacy of an individual determines his/her work related performance and Motivation. Thus, it becomes necessary to identify the practical implications of the outcomes related to Improving employee self-efficacy in order to motivate them and improve their performance. It was found significant positive relationship between self-efficacy, motivation and organizational performance. (Cherian & Jacob, 2013)

Another research investigated the role of motivation on organizational performance. Exploratory Factor Analysis (EFA) was applied to initially uncover the key factors, and then, in the next stage of analysis, a popular data mining technique, Support Vector Machine (SVM) was employed on a sample of 249 to determine the impact of job satisfaction factors organizational performance. The findings indicated that there is positive relationship between employee motivation and organizational performance. (Lunenburg, 2011)

Same research examined employee safety performance in regards to their job satisfaction and its implications to managers for improving employees' safety Performance through job redesign. A standardized set of Job Descriptive Index (JDI) was distributed to ten individuals in each of the four departments (40 totals) to measure employee's job satisfaction. While a broad cross-section of each department was attempted, all respondents worked on day shift, which could affect responses in comparison to night shift personnel prospective answers. The data analysis of the JDI survey and the secondary data has shown that supervision Satisfaction and present work satisfaction have a direct correlation with safety performance. The improved safety performance at the plant has been more consistent and stable in some departments than others. These variations could suggest that either the improvements have not been applied consistently through all departments, or that there are behavioral differences among employees in these departments that affect their attitudes towards safety. (Kim, McInerney, & Alexander, 2010)

This study investigated the Impact of Employee Motivation on Organizational Performance of selected manufacturing firms in Anambra State. 103 respondents selected from 17 manufacturing firms across the three senatorial zones of Anambra State. The population of the study was 120 workers of selected manufacturing firms in Anambra State. The study used descriptive statistics (frequencies, mean, and percentages) to answer three research questions posed for the study. The Spearman Rank Correlation Coefficient was used to test the three hypotheses that guided the study. The result obtained from the analysis showed that there existed relationship between employee motivation and the organizational performance.

The study reveals that extrinsic motivation given to workers in an organization has a significant influence on the workers performance. This is in line with equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers. The researcher recommends that all firms should adopt extrinsic rewards in their various firms to increase productivity. On the bases of these findings, employers are continually challenged to develop pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees. The researcher therefore suggest that more research should be conducted on the relationship and influence of rewards on workers performance using many private and public organizations which will be a handy tool that could be used to provide solutions to individual conflict that has resulted from poor reward system. (Muogbo, 2013)

Another study was held to identify the factors that effects employee motivation and examining the relationship between organizational performance and employee motivation. Recognition and empowerment play an essential part in enhancing employee motivation towards organizational tasks. By appreciating the employees for their work done and giving them participation in decision making, internally satisfies them with their job, organization and organizational environment. Thus their enthusiasm and motivation towards Accomplishment of tasks increases. (Manzoor, 2012)

Same study investigated the relationships between job satisfaction practices and core practices), organizational learning, and organizational performance in Indonesia's and Malaysia's ISO 9000 registered manufacturing companies. The results of this study indicate that in Indonesia's ISO 9000 registered unfaltering companies, the higher levels of infrastructure practices lead to higher levels of core practices and organizational learning. The organizational learning has a positive influence on organizational performance. The core practices do not mediate the relationship between infrastructure practices and organizational learning, and organizational learning mediates the relationship between infrastructure practices and organizational performance. (Sisnuhadi & Nasir, 2013)

This research examined the relationship between organizational Performance and employee job analysis in context to Bharat Sanchar Nigam Limited, Vadodara Telecom District, and Gujarat. The survey questionnaire was administered to employees of Bharat Sanchar Nigam Limited, Vadodara Telecom District through email and in person by (417 out of 1361) by employing sample size determinants like: confidence level, confidence interval and population. The questionnaire consists of factors like; organizational performance, job design, job description, organizational policies and practices, job specification and job evaluation. All the 417 respondents are considered as valid respondents for further investigation. The study is quantitative research approach and the collected data are analyzed by scale reliability for questionnaire scaling validity, descriptive statistics, measurement of items, correlation, regression analysis and other applicable tests with a view to know that at what level job analysis is related with organizational performance. IBMSPSS.20 is employed as a statistical tool for data analysis. The collected data reveals that organizational performance and job analysis are positively related with each other. This study shows that employee job analysis can be a powerful tool to enhance organizational performance. Further research can be held with more samples by extending the area of research. (Suthara, Chakravarthib, & Pradhan, 2014)

Another research was conducted to find out the relationship between the different factors (financial rewards, personal traits, high salary plans, job design and supervision) and employees motivation. It is the quantitative research. For the data collection, study used the questionnaire method and data collection concerned with the banking sector of the Pakistan. In this paper study specified the sample size of 150 employees of the different banks in Pakistan. For the analysis of the data used the multiple regressions in this study. All the different variables have the positive impact on employee's motivation. They contribute positively towards the employee's motivation. This study conducted with the reference of Pakistan. It concluded that these factors have positive effect on employee's motivation. (Akhtar, Aziz, Hussain, Ali, & Salman, 2010)

Same research examined the relationship between motivation and job performance of staff at the University of Mines and Technology, Tarkwa and the leadership lessons to be derived. A sample of 200 respondents comprising 40 senior members, 60 senior staff and 100 junior staff was employed using the purposive and simple random sampling methods. The study was guided by four research questions, and a self-developed four-point Likert structured questionnaire was the main instrument used in collecting data. Data collected was analyzed with descriptive and inferential statistics. The study found positive relationship between motivation and organizational performance. Low monthly salaries and the general lack of motivation were the major factors that reduce morale for high performance at the University.

Recommendations included the need to encourage the University Council and other stakeholders to support management in developing income generating programs internally to help provide adequate incentives and allowances for the staff of the University (Afful-Broni, 2012)

The purpose of this study is to present findings of an integrative literature review related to employees' motivational practices in organizations. A broad search of computerized databases focusing on articles published in English during 1999–2010 was completed. Extensive screening sought to determine current literature themes and empirical research evidence completed in employees' focused specifically on motivation in organization. 40 articles are included in this integrative literature review. The literature focuses on how job characteristics, employee characteristic, management practices and broader environmental factors influence employees' motivation. Research that links employee's motivation is both based on qualitative and quantitative studies. This literature reveals widespread support of motivation concepts in organizations. Theoretical and editorial literature confirms motivation concepts are central to employees. Job characteristics, management practices, employee characteristics and broader environmental factors are the key variables influence employees' motivation in organization. (Devadass, 2011)

Another study examined the relationship between rewards and nurse motivation on public hospitals administrated by Addis Ababa health bureau. A cross-sectional survey was conducted from June to December 2010 in 5 public hospitals in Addis Ababa. Among 794 nurses, 259 were selected as sample. Data was collected using self-administered questionnaire. After the data was collected, it was analyzed using SPSS version16.0 statistical software. The results were analyzed in terms of descriptive statistics followed by inferential statistics on the variables. A total of 230 questionnaires were returned from 259 questionnaires distributed to respondents. Results of the study revealed that nurses are not motivated and there is a statistical significant relationship between rewards and the nurse work motivation and a payment is the most important and more influential variable. Furthermore, there is significant difference in nurse work motivation based on age, educational qualification and work experience while there is no significant difference in nurse work motivation based on gender. The study shows that nurses are less motivated by rewards they received while rewards have significant and positive contribution for nurse motivation. Therefore, both hospital administrators' and Addis Ababa health bureau should revise the existing nurse motivation strategy. (Negussie, 2012)

Same study was held to assess the current level of, and relationship between, employee motivation and job involvement among permanent and temporary employees in various departments in a financial institution. This cross-sectional study was undertaken on 145 employees who were drawn by using a simple random sampling technique. Data were collected using the Employee Motivation Questionnaire (Fourie, 1989) and the Job Involvement Questionnaire (Lodahl & Kejner, 1965) and, was analyzed using descriptive and inferential statistics. The results indicate that there are significant intercorrelations among the majority of dimensions and sub-dimensions of employee Motivation and job involvement. Recommendations are presented to provide practitioners and managers with guidelines for enhancing employee motivation and job involvement respectively. (Govender & Parumasur, 2010)

The purpose of this cross-sectional study was to explore the mediating role of employee motivation in the relationship between post-selection Human Resource Management (HRM) practices and perceived performance of Islamic Banks operating in Pakistan. This study was based on primary data collected from 200-employees of different Islamic banks in Pakistan by distributing structured and reliable questionnaires. The demographic profile of respondents was diversified in terms of their grade, age, experience and education. Results of correlation analysis revealed that training & development, performance evaluation system, career development system, extrinsic rewards, intrinsic rewards and employee motivation have strong positive association with perceived performance of Islamic banks in Pakistan. Results of hierarchical regression analysis supported that post-selection HRM practices have positive impact on perceived organizational performance and employee motivation acts as mediator in the relationship between post-selection HRM practices and perceived organizational performance. Proper implementation of post-selection HRM practices makes employee motivated that resulted in improved Organizational performance. (Dar, Bashir, Ghazanfar, & Abrar, 2014)

Another study tested the relationship between work environmental factors and job performance with work motivation and the extent to which this relationship is mediated by work motivation among a sample of hotel workers in England. In this cross-sectional study, a questionnaire survey was conducted among 254 hotel workers at twenty-five chain hotels in Bristol, England.

The results suggest that there is a significant relationship between work environmental factors and job performance and that work motivation mediates the relationship between working conditions and job performance. The results also suggest that there is a significant relationship between work motivation and job performance of the hotel workers. The results point to the importance of working conditions and work motivation in explaining job performance of hotel workers in the framework of work environmental conditions and job performance. (Jayaweera, 2015)

This study explains the impact of the motivation level among the employee performance with the mediating of the training needed in the Pakistani Secondary Schools. Respondents from the Secondary Schools of about 118 suggest the impact of the HR need like promotion, motivation level of the employee, training and employee performance. In the model we are taking motivation as a independent variable and training taking as mediating variable and employee performance as dependent variable. In the education sector motivation play positive results in the performance as well motivation increase as well as employee performance is increase. Our results also show the positive relationship. If the Employee Performance Increase they contribute more in the organization. Its show high performance as well as high motivation level. Motivation directly affects the rewards and promotion. (Asim, 2013)

Another study was held to analyze the drivers of employee motivation to high levels of organizational performance. The result shows that factors such as empowerment and recognition increase employee motivation. If the empowerment and recognition of employees is increased, their motivation to work will also improve, as well as their accomplishments and the organizational performance. Nevertheless, employee dissatisfactions caused by monotonous jobs and pressure from clients, might weaken the organizational performance. Therefore, jobs absenteeism rates may increase and employees might leave the organization to joint competitors that offer better work conditions and higher incentives. Not all individuals are the same, so each one should be motivated using different strategies. (Dobre, 2013)

This study tried to understand what prompts people, what influences them, and why they persist in particular actions. This study also intends to evaluate motivation of employees in the organization. This research work is carried out within the workforce of the Credit West Bank Cyprus; a centralized human resource department of the bank helped in conveying the questionnaire to the 13 branches of the bank, and 134 respondents were interviewed. From the data collected from the respondents it can be seen that majority of respondents agree that recognition and authority are the most important of expected non-monetary motivation variables, followed closely by advancement and opportunities, autonomy, job security, responsibility, job title and challenging work. If managers wish to be effective, they need to have at least a basic understanding of motivation and the different motivational theories that try to explain the concept of motivation. They must be able to grasp the key components of theories such as Maslow's hierarchy of needs, and Herzberg's two-factor theory and make an effort to truly understand their employees. It is only by grasping these concepts that they can hope to effectively bringing about continual high performance in their workers. (Uzonna, 2013).

### **3. Conceptual Framework and Research Methodology**

The current study investigate the effect of teacher motivation, Job satisfaction and School performance, many studies have been published in this area; this study examined whether motivation affects organization's performance in Lagos State University External System, and to also examine whether job satisfaction enhances productivity among the lecturer's in Lagos State University, External system. the study make use of primary data and questionnaire were distributed to one hundred and fifty resource person (lecturers) in Lagos State University, external system And Spearman's rank Correlation coefficient was adopted as the estimation techniques the result of the study reveals that motivation plays a lot of role in affecting individual lecturers' performance in Lagos State University, external system and at the same time Job satisfaction has not enhances productivity among the lecturer's in Lagos State University, External system, and that many resource person (lecturers) in LASU external system are not happy with the system and the way it is been coordinated, according to them, bad leadership. Therefore, the study recommend and conclude that the lecturers have need for affection, achievement, recognition, and advancement at work and any attempt that makes all these not present will cause job dissatisfaction to the entire resource person (lecturers) in LASU, external system, therefore the director of the programmed should endeavor to improve on the welfare of the resource person (lecturers) for better productivity to take place in the system. (Olumuyiwa, Adelaja, & Oluwatosin, 2012)

Another study was conducted to investigate the relationships of perceived organizational support and job satisfaction with organizational citizenship behavior and task performance in China. Employees from two large-scale state-owned enterprises (SOE) completed measures of perceived organizational support and job satisfaction and their immediate supervisors completed Measures of task performance and four facets of organizational citizenship behavior. Data analyzed using zero-order correlation and hierarchical regression analysis showed positive correlations of perceived organizational support and job satisfaction with task performance, the result showed positive associations of perceived organizational support and job satisfaction with organizational citizenship behavior and each of its four dimensions. (Tao, 2011)

Same study explored key factors that contribute to job satisfaction among health care workers, and also to determine the impact of these underlying Dimensions of employee satisfaction on organizational performance. Exploratory Factor Analysis (EFA) was applied to initially uncover the key factors, and then, in the next stage of analysis, a popular data mining technique, Support Vector Machine (SVM) was employed on a sample of 249 to determine the impact of job satisfaction factors organizational performance. The findings indicated that there is positive relationship between job satisfaction and organizational performance. (Kuzey, 2012).

According to the above publication and others mentioned in literature section the following concept was developed as shown in figure I and stated the below Research hypothesis:

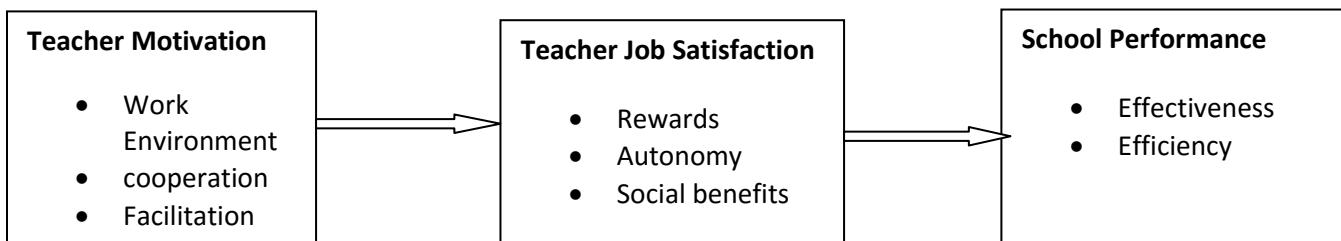


Fig. 1: Hypothesized Model

H1: There is significant relationship between employee motivation and organizational performance.

H2: Job satisfaction mediates the relationship between employee motivation and organizational performance.

This study was conducted through survey technique to investigate the relationship between employee motivation and organizational performance and to find out if Job satisfaction mediates the relationship between employee motivation and organizational performance the study utilized regression, correlation analysis to answer the research objectives and to test the research hypothesis.

The researchers' utilized convenient sampling to collect 80 respondents from four Secondary Schools in Mogadishu, employees of these Secondary Schools were provided a questionnaire with eight main constructs which measuring work environment, facilitation, cooperation, reward, autonomy, social benefits and Organizational Performance. to check the internal consistency we utilized Cronbach alpha to probe the reliability the data collected from the respondents. addition to that Bivariate correlation technique was used to test the correlation between the variables. however; multiple regression was employed to test the research hypothesis.

#### 4. Data Analysis

##### 4.1: Demographic profile

According to the gender respondents 83% were male while 16% was female; in Somalia male domain all the sector of employment and education sector is no exception. One third of the respondent's age were between 26-35 years old, 36% were young teachers between 18-25 years old, 22% of the respondents reported that they are between 36-45 years while only close 4% were above forty six years old. In terms of marital status of the respondents, More than half of them are married while 41% are single.

Half of respondents had bachelor degree, 47% are master degree holders while only one respondent reported PhD degree. In terms of experience, One-third of respondents had three years while 45% had Four years and above experience.

**Table 1: profile of the respondents**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Gender</b>		
Male	67	83.8
Female	13	16.2
Total	<b>80</b>	<b>100.0</b>
<b>Age</b>		
18-25	29	36.2
26-35	30	37.5
36-45	18	22.5
46 and above	3	3.8
Total	<b>80</b>	<b>100.0</b>
<b>Marital status</b>		
Single	33	41.2
Married	47	58.8
Total	<b>80</b>	<b>100.0</b>
<b>Level of Education</b>		
Diploma degree	1	1.2
Degree	40	50.0
Master degree	38	47.5
PhD	1	1.2
Total	<b>80</b>	<b>100.0</b>
<b>Experience</b>		
One year	1	1.2
Two years	12	15.0
Three years	31	38.8
Four years and above	36	45.0
Total	<b>80</b>	<b>100.0</b>

#### 4. Reliability test

To check the Internal consistency of variables Cronbach Alpha test was conducted; employee motivation is the predictor variable which measured by work environment, cooperation and facilitation obtained ( $\alpha=.712$ ,  $.721$  and  $.713$  respectively), Job satisfaction which is mediating variable measured by three construct rewards, autonomy and social benefits attained ( $\alpha=0.72$ ;  $0.711$  and  $0.723$  respectively) while organizational performance achieved highly Cronbach alpha which is  $\alpha=0.735$ . All variables achieved more than the 0.7 required so we can follow further investigation.

**Table 2: Reliability test**

<b>Variables</b>	<b>Item</b>	<b>Cronbach Alpha</b>
Work environment	3	0.712
Cooperation	3	0.721
Facilitation	3	0.713
Reward	3	0.720
Autonomy	3	0.711
Social benefits	3	0.723
Organizational performance	9	0.735

#### 4.3: Correlation between the variables

Bi-variate correlation was conducted to examine the relationship between main constructs in this study. There are three variables to examine employee motivation, Job satisfaction and organizational performance. .

There were significant positive relationship among the independent variables correlation such as work motivation, cooperation and facilitation as shown in below table; in addition the mediator, job satisfaction which measured by (reward, Autonomy and social benefits) was positive and significantly correlated to the three predictors, namely work environment with reward ( $r= .425$ ,  $P=.041$ ), Autonomy ( $r=.229$ ;  $P=.000$ ) and Social benefits ( $r=.415$ ;  $P=.000$ ); second predictor also had relationship with the three constructors of mediator, cooperation with Reward ( $r=0.416$ ;  $P=.000$ ), cooperation with Autonomy ( $r=.556$ ;  $P=.000$ ), cooperation with Social benefits ( $r=.388$ ;  $P=.000$ ).

Also the third predictor facilitation had relationship with the three constructors of the mediator ( $r=.389,.380,.435$  respectively;  $P=.000$ ). In addition; the criterion variable organizational performance was also had positive and significant relationship with predictors as well as mediator construct as shown in below table.

**Table 3: Zero order Correlation among the main variables in this study (N=80)**

Variable	1	2	3	4	5	6	7
Work environ	1						
Cooperation	.392**	1					
Facilitation	.547**	.473**	1				
Reward	.425**	.416**	.389**	1			
Autonomy	.229*	.556**	.380**	.498**	1		
Social benefits	.415**	.388**	.435**	.482**	.437**	1	
Organizational	.417**	.493**	.574**	.647**	.477**	.549**	1
performance							

#### 4.4: Hypothesis test

This study investigates the effect of Employee motivation on job satisfaction which in turn influences organizational performance. Two hypotheses were developed earlier based on the existing literature. To test these hypothesis; regression analysis was conducted; the regression assumptions were tested organizational performance which is the dependent variable of this study was normally distributed across the independent variables. The co linearity and outliers were also tested, no violations of regression rules were observed.

**Table 4: Coefficients**

Variables	Standardized Coefficients			Remarks
	Beta	T	Sig	
Employee motivation	.617	6.916	.000	H1: Accepted
R Square	.380			

First hypothesis posited that employee motivation has significant positive effect on organizational performance; the result shown in table 4 discovered significant ( $\beta=.301$ ;  $t=3.065$ ;  $P=0.003$ ). Also the second objective were significant relation to dependent variable ( $\beta=.617$ ;  $t=6.916$ ;  $P=0.000$ ). the predictor explain 38% of organizational performance changes.

The second hypothesis was to identify the mediating effect of job satisfaction between employee motivation and organizational performance.

As suggested by Baron and Kenny (1986) a mediating test can be established by four steps as shown in the below table; the four steps of mediating were achieved. Job satisfaction mediates partially the relationship between employee motivation and organizational performance since their betas decreased from 0.617 to 0.301 respectively as shown in table 5.

**Table 5 – Mediating effect of Job satisfaction mediate between employee motivation and organizational performance**

Variables	Step1: Organizational performance		Step 2: Job satisfaction		Step3: Organizational performance		Step4: Organizational performance	
Predictor)	Beta	P	Beta	P	Beta	P	Beta	P
Employee motivation	.617	.000	.618	.000			.301	.003
Mediator	-----	---	-----	-----	.696	.000	-----	-----
Job Satisfaction								

## 5. Discussion and Conclusion

The main aim of this paper was to examining the significant relationship between teacher motivation school performance; the mediating role of organizational performance. In reference to the results of this research paper there is a significant relationship between the dependent and independent variables under discussion according to the results shown above.

The three dimensions of teacher job satisfaction such as reward, autonomy and social benefits were found to be positively correlated to the other predictors of employee motivation namely work environment, cooperation and facilitation. In addition to that it was also found that school performance was also significant related to the other variables. the two hypothesis of the study were accepted. the predictor, teacher motivation had significant relationship with criterion variable (organizational performance) in addition Job satisfaction was found as mediator between teacher motivation and organizational performance.

For instance, this study is inline the existing literature reviewed in this paper, such Muogba (2013) study which investigated the Impact of Employee Motivation on Organizational Performance in manufacturing firms in Anambra State which showed that there existed relationship between employee motivation and the organizational performance.

### 5.1: Implication of the study

This significant relationship among these variables can lead to the different implications which should necessarily be considered:

- Motivating school teachers will generate job satisfaction which also leads to the effective and efficient performance of the whole organization. Therefore, it is recommended that for the education system to be improved we definitely require to build any possible mechanism or technique to motivate the teachers.
- The school work environment should be catered for and in order to motivate the teaching staff which will create good performance.
- Schools need the construction of the necessary facilitation and the management's cooperation to help build job satisfaction in the staff of the organization which will positively affect its performance.
- Teachers' pay improvement is perceived to be part of the reward system of an organization so well-paid teachers will be satisfied with their jobs and that will increase performance.
- The teaching profession which is not a highly rewarding job is not seen as satisfactory as other occupations and hence leads to poor performance in most of the schools in Somalia after the civil war erupted. Therefore, a pay reform policy is recommended for the teaching staff of all levels.
- Though most of the respondent teachers' age were young, then that implies they may be poorly trained and inexperienced so they need more training to increase their level of qualification.

### 5.2: Policy considerations

- Since teacher motivation is important for the improvement of school performance, it is advisable that the government to impose the minimum-wage law for school teachers' pay which possibly cater for teacher's performance when given some due care and attention.
- The government should also create social benefits for school teachers as a means to enhance and motivate them.
- Moreover, it is also recommended that school teacher be given some allowances such as rental, medical and transportation allowances which could probably motivate them.

### 5.3: Conclusion

Lack of motivation would lead to dissatisfied and uncommitted teachers who may have higher rates of turnover, absenteeism, and withdrawal behaviors.

The most important thing that school principles can do to raise employee satisfaction is focus on the intrinsic parts of the job, such as making the work challenging and interesting.

Although paying employees poorly will likely not attract high-quality teachers to the schools or keep high performers, managers should realize that high pay alone is unlikely to create a satisfying work environment.

The researchers recommends that further survey is to be made over the effects of the intrinsic factors of motivation such as career development, recognition, etc. on organizational performance rather than extrinsic factors of motivation such as rewards and work environment as the latter is explicit rather than the former which sounds a little implicit in meaning.

In conclusion this paper is expected to contribute to the vast knowledge that social research scientists study about in particular the education sector which really requires important revisions and reforms in terms of motivation, satisfaction and work performance because in this study it was found that there is significant relationship between teacher motivation and job satisfaction and their effect on school performance which can further be applied to make some improvements in the quality sector of education.

## References

Afful-Broni, A. (2012). Relationship between Motivation and Job Performance at the University of Mines and Technology, Tarkwa, Ghana: Leadership Lessons. *Creative Education*, 3 (3), 309-314.

Akhtar, N., Aziz, S., Hussain, Z., Ali, S., & Salman, M. (2010). Factors Affecting Employees Motivation in Banking Sector of Pakistan. *Journal of Asian Business Strategy*, 4 (10), Journal of Asian Business Strategy.

Asim, M. (2013). Impact of Motivation on Employee Performance with effect of training: Specific to Education Sector of Pakistan. *International Journal of Scientific and Research Publications*, 3 (9), 1-9.

Azar, M., & Shafiqi, A. A. (2013). The Effect of Work Motivation on Employees' Job Performance (Case Study: Employees of Isfahan Islamic Revolution Housing Foundation). *International Journal of Academic Research in Business and Social Sciences*, 3 (9), 432-445.

B, L. R., S, B. M., & K, A. I. (2013). Motivation and Performance of Librarians in Public Secondary Schools in Ghana. *Library Philosophy and Practice (e-journal)*, 1-25.

Baard, P. P., & Dect, E. L. (2004). Intrinsic Need Satisfaction: A motivational basis of Performance and well-being in Two Work Settings. *Journal of Applied Social Psychology*, 34 (10), 2045-2068.

Beauregard, T. A., & Henry, L. C. (2009). Making the link between work-life balance practices and organizational performance. *Human resource management review*, 9-22.

Becker, B., & Gerhart, B. (1996). The Impact of Human Resource Management on Organizational Performance: Progress and Prospects. *Academy of Management journal*, 39 (4), 779-801.

Cherian, J., & Jacob, J. (2013). Impact of Self Efficacy on Motivation and Performance of Employees. *International Journal of Business and Management*, 8 (14), 80-88.

Christen, .. M., Iyer, G., & Soberman, D. (2006). Job Satisfaction, Job Performance, and Effort: A Reexamination Using Agency Theory. *Journal of Marketing*, 70, 137–150.

Danish, R. Q., & Usman, A. (2010). Impact of Reward and Recognition on Job Satisfaction and Motivation: An Empirical Study from Pakistan. *International Journal of Business and Management*, 5 (2), 159-167.

Dar, A. T., Bashir, M., Ghazanfar, F., & Abrar, M. (2014). Mediating Role of Employee Motivation in Relationship to Post-Selection HRM Practices and Organizational Performance. *International Review of Management and Marketing*, 4 (3), 224-238.

De Dreu, C. K., & Beersma, B. (2005). Conflict in organizations: Beyond effectiveness and performance. *European Journal of Work and Organizational Psychology*, 14 (2), 105–117.

Devadass, R. (2011). Employees Motivation in Organizations: An integrative literature review. *International Conference on Sociality and Economics Development*, 10, 566-570.

Dobre, O.-I. (2013). Employee motivation and organizational performance. *Review of Applied Socio- Economic Research*, 5 (1), 1-8.

Edmans, A. (2012). The Link Between Job Satisfaction and Firm Value, With Implications for Corporate Social Responsibility. *Academy of Management Perspectives*, 1-19.

Ek, K., & Mukuru, E. (2013). Effect of Motivation on Employee Performance In Public Middle Level Technical Training Institutions In Kenya. *International Journal of Advances in Management and Economics*, 2 (4), 73-82.

Govender, S., & Parumasur, S. (2010). The relationship between Employee Motivation and Job Involvement. *SAJEMS NS*, 13 (3), 237-253.

Indermun, M. V., & SaheedBayat, M. (2013). The Job Satisfaction-Employee Performance Relationship: A theoretical Perspective. *International journal of Innovative Research in Management*, 2 (11), 1-9.

Jayaweera, T. (2015). Impact of Work Environmental Factors on Job Performance, Mediating Role of Work Motivation: A Study of Hotel Sector in England. *International Journal of Business and Management*, 10 (3), 271-278.

Kim, C. W., McInerney, M. L., & Alexander, R. P. (2010). Job Satisfaction as related to Safety Performance: A case for a manufacturing Firm. *The Coastal Business Journal* , 1 (1), 63-71.

Kumar, R. (2014). Impact of Organizational Climate on Job Satisfaction: A study of Bharti Aitel India Limited in Shimla Zonal Office. *International Journal of Development Research* , 4 (5), 958-964.

Kuzey, C. (2012). Impact of Health Care Employees' Job Satisfaction On Organizational Performance Support Vector Machine Approach. *European Journal of Economic and Political Studies* , 5 (1), 65-89.

Lunenburg, F. C. (2011). Self-Efficacy in the Workplace: Implications for Motivation and Performance. *International Journal of Management, Business and Administration* , 14 (1), 1-6.

Manzoor, Q. A. (2012). Impact of Employees Motivation on Organizational Effectiveness. *Business Management and Strategy* , 3 (1), 1-12.

Markos, S., & Sridevi, M. S. (2010). Employee Engagement: The Key to Improving Performance. *International Journal of Business and Management* , 5 (12), 89-96.

Mc, J. B., Ssekakubo, J., Lwanga, F., & Ndiwalana, G. (2014). Employee Motivation, Job Satisfaction and Organizational Performance in Uganda's Oil Sub-sector. *Global Advanced Research Journal of Management and Business Studies* , 3 (7), 315-324.

Muogbo. (2013). The Impact of Employee Motivation On Organisational Performance (A Study Of Some Selected Firms In Anambra State Nigeria). *The International Journal Of Engineering And Science* , 2 (7), 70-80.

Mustapha, N., & Ghee, W. Y. (2013). Examining Faculty Workload as Antecedent of Job Satisfaction among Academic Staff of Higher Public Education in Kelantan, Malaysia. *Business and Management Horizons* , 1 (1), 10-16.

N N, ., V., & Jacob, N. A. (2015). The Impact of Job Satisfaction on Job Performance. *International Journal in Commerce, IT & Social Sciences* , 2 (2), 27-37.

Negussie, N. (2012). Relationship between Rewards and Nurses' work motivation in Addis Ababa Hospitals. *Ethiop J Health Sci.* , 22 (2), 107-112.

Olumuyiwa, O. S., Adelaja, A. S., & Oluwatosin, O. A. (2012). Motivation, an Engine for Organizational Performance, a case Study of Lagos State University, External System. *IOSR Journal of Business and Management* , 6 (2), 30-41.

Rusu, G., & Avasilcai, S. (2013). Human Resource Motivation: An Organizational Performance Perspectives. *Fascicle of Management and Technological Engineering* , 331-334.

Saari, L. M., & Judge, T. A. (2004). Employee Attitude and Job Satisfaction. *Human Resource Management* , 43 (4), 395-407.

Saka, K. A., & Salman, A. A. (2014). An Assessment of the Levels of Job Motivation and Satisfaction as Predictors of Job Performance of Library Personnel in Nigerian Secondary Schools. *Journal of Balkan Libraries Union* , 26-33.

Shah, M. J., Rehman, M. -U., Akhtar, G., Zafar, H., & Riaz, A. (2012). Job Satisfaction and Motivation of Teachers of Public Educational Institutions. *International Journal of Business and Social Science* , 3 (8), 271-281.

Singh, S. K., & Tiwari, V. (2011). Relationship between Motivation , Job Satisfaction and Performance. *Management Insight* , 1 (2), 32-39.

Sisnuhadi, & Nasir, J. A. (2013). The Role of Organizational Learning in the Relationship between Quality Management Practices and Organizational Performance. *Inter Disciplinary Journal of Contemporary Research in Business* , 4 (9), 72-92.

Susan, W. M., Gakure, R. ., Kiraithe, E. K., & Waititu, A. G. (2012). Influence of Motivation on Performance in the Public Security Sector with a Focus to the Police Force in Nairobi, Kenya. *International Journal of Business and Social Science* , 3 (23), 195-204.

Suthara, B., Chakravarthib, T. L., & Pradhan, S. (2014). Impacts of Job Analysis on Organizational Performance: An Inquiry on Indian Public Sector Enterprises. *Procedia Economics and Finance* , 166 – 181.

Tao, R. M. (2011). Perceived Organizational Support, Job Satisfaction, Task Performance and Organizational Citizenship Behavior in China. *Institute of Behavioral and Applied Management.* , 105-127.

Uzonna, U. R. (2013). Impact of motivation on employees" performance: A case study of CreditWest Bank Cyprus. *Journal of Economics and International Finance* , 5 (5), 199-211.