

RELATIONSHIP BETWEEN EMPLOYEES MOTIVATION AND TURNOVER INTENTION: EMPIRICAL STUDY OF TRAFFIC POLICE OF DISTRICT CHARSADE

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Abstract: *Motivation is the combination of all the factors both external and internal that stimulate desire and energy in people and make them constantly interested and committed to a job, role or subject, and enable them to make efforts for achieving organizational goals. Less motivated people can cause low performance, bad inspiration for co-workers, employees burnout etc. every organization tries to utilize their employees in an optimal way but sometimes motivation does restrict their desired goals. As an employer expects his personnel to perform, employees also expect something in return, which works as stimulus for motivation and when employees expectations are not fulfilled, addressed they simply leave the organization. This study was approached with the purpose of finding the perceived level of motivation (both intrinsic and extrinsic) and its effect upon employee's turnover intention. Data were collected through predesigned, self administered questionnaire. 62 respondents participated actively . For data investigation statistical measures like percentage, frequency, correlation and linear regression were used. For determining the validity Cronbach's alpha was used and it found that all the variables values stood above the minimum level of 0.70. showing the reliability of the data. The end results showed that both intrinsic motivation and over all motivation had effects upon turnover intention and it was concluded that there is significant and empirical correlation between motivation and turnover intention and also between intrinsic motivation and turnover intention.*

Key words: Motivation, intrinsic motivation, extrinsic motivation and turnover intention.

Introduction

The word motivation is taken from the Latin word “movere”, which means to cause movement. Authors like Bateman et al. (1999) stated that if employees of an organization are motivated, they will perform above their perceived level of intelligence and skills. They have also mentioned that even the talented people will not deliver to their optimum level, if they are less motivated. Stoke (1999) stated that "A mental attribute that leads to a person's degree of allegiance and later this allegiance level provides the base for organizational performance" is called motivation.

Harackiewicz and Sansone (2000) defined motivation as, “any stimulus generated internally which causes generation and directing of behavior”. They have given certain examples as hunger and thirst, recognition, rewards etc causes motivation. Motivation has been used to explain types of behavior since long ago i.e. behavior driven by extrinsic rewards or punishment, behavior driven by basic biological needs or drives related to procreation (hunger or thirst) and survival. Their explanations also states that the need or desire to achieve particular outcomes i.e. recognition or avoidance of punishment, promotion also motivates behavior. Germann (2004) also confirmed and restated the findings of Sansone et al. (2000) and has highlighted the importance of individual's motivation for their maximum level output.

The purpose of this study was to find the motivation level of employees in relation with employee's turnover intention. The aim is also to find the more prevailing type of motivation i.e. intrinsic or extrinsic in the studied organization. The marginal aim of the study it among traffic police. Motivation plays a vital role in employee's performance. The main problem our understudy organization faces is the negative perception of the local police. People think that they are not socially responsible and are involved in 1) bribes, 2) exploitation, and 3) miss-use of power. We have tried to figure out their motivation level and as motivation can be externally in shape of salary, allowances etc or internally in shape of sense of attachment, value, pride etc, we have assumed that the negative perception of the people may be due to low performance of this institution and again this low performance may be due to their low level of motivation.

The basic concern and motive behind our proposed study can be categorized into three parts, which are different in nature from each other.

1. To find out the relationship of motivation on turnover intention.
2. To investigate the relationship of intrinsic motivation on turnover intention.
3. To investigate the relationship of extrinsic motivation on turnover intention.

Research Hypothesis

H₁: There is a significant association of employee's motivation with turnover intention.

H₂: There is significant relationship between intrinsic motivation and turn over intention.

H₃: There is significant relationship between extrinsic motivation and turnover intention.

Significance of the Study

Traffic police like our other security personnel perform their duty in different conditions. So it is worth to find out as well that whether they are motivated for performing their duties or not as they are playing an important part in our society where taking a u-turn without being of a traffic police man is so difficult. So there duty is important for us and we should give importance to them as well and we have tried to seek out their motivating and demotivating factors, so that we could gauge their

performance and take the essential steps for its betterment. The study target population will be only Charsadda traffic police and will try to find the aforementioned relationship between motivation and turnover intention.

Literature Review

There are different theories regarding motivation which describes how and why human behavior is directed towards a specific direction and also being activated. These theories are broadly categorized into two different groups i.e. 1) Content 2) Process theories.

Content theories

The theories in the first group (content theories group) explain and define motivation in relation to the individual needs. An illustrative example can be stated as these theories state that need of power gain and sense of achievement motivates individuals. It is worth to mention that these theories explain how and why the consideration of individual needs in working environment is needed for their motivation. Following are the content theories presented by different researchers explaining the phenomena of motivation in relation to the human needs.

One of the content theories is presented by Alderfer (1972) called ERG theory, where "E" stands for existence, "R" stands for relatedness and "G" stands for growth. The scholar of the theory stated in his ERG theory that the three mentioned needs (ERG) can represent the motivation characters or factors. Argued in his "ERG Theory", that the need for 'existence' (E) (comparable to Maslow's physiological and security needs), for 'relatedness' (R) (comparable to Maslow's social belongingness and self-esteem needs), and 'growth' (G) (comparable to Maslow's self-actualization needs) can have motivational character simultaneously.

The other theory among the content theories is of McClelland (1961). The scholar here argued that needs are learned by individuals throughout in their individuals learn needs in all of their socialization but their need for power, achievement and affiliation vary from one individual to another. As a consequence, managers should try to identify and focus on the need-dominance of their employees and structure the work environment and recognition strategy accordingly, in order to create a motivating working environment.

The next theory is presented by Herzberg et al. (1959). This theory is called two factors theory. It is named so because the scholar has identified two set of factors which he think could have influence upon the employee's motivation. These two set factors have be stated as 1) Motivation factors i.e. Responsibility, systematic and hierarchal personal growth, recognition and achievement 2) Hygiene factors are: Quality of supervision, working conditions, status and compensation. He concluded on the basis of his research study that high work motivation is the result of the presence of only motivation factors and the presence of hygiene factors would only lead towards employees satisfaction. so if the managers wish to have satisfied workforce, the managers will have to ensure that the set of hygiene factors for the employees are addressed and met precisely, and if any of the managers wishes his/her personnel to

exert more effort additionally, he/she will have to address the motivation factors adequately in shape of recognition of their work, efforts and valued outcomes and in return should offer professional development opportunities, employees autonomy and responsibilities.

Process theories

One of the process theories is called equity theory presented by Adams (1963). He states that an individual will compare his own applied effort and returning rewards with the exerted effort and receiving rewards of the others. If he confines any in-equity, this sense of in-equity will affect the employee's motivation negatively and vice versa. For example if one perceives that he/she is paid less in comparison to others, despite having same nature and amount of work, this will lower the employee motivation and will result either in reduce effort and job dissatisfaction.

It is the Vroom (1964) who presented the next process theory, called Expectancy theory. He stated that positive outcomes are the main reasons behind choosing certain working behaviors by workmen. He explains his theory work and states that if a person perceives that any extra effort application will have positive effects upon performance and that increased performance will earn valued outcomes, this will surely motivate an individual.

The theory of Locke (1988) known as goal setting theory also comes in process theories domain. This theory demonstrates the importance of goals setting and selection and argues that motivation is the resultant of goals. As per this theory challenging (hard enough but realistic) and specific (measurable) goals are more motivational than those which are in contradiction i.e. easy and unclear.

Skinner (1969) presented the theory which also counts in process theories. This theory is called Re-enforcement theory. This work states that the end results of a behavior determine its adoption or not. This theory states that those behaviors which are positively re-enforced by means of rewards , appreciation etc or whose results are positive, will remain in continuation and Those behaviors which results in negative results for that individual or which are negatively re-enforced either by punishment or not being rewarding, will not be repeated. So managers can easily enhance the employees performance by using positive re-enforcement technique for getting his desired level of performance results and also can eliminate the employees non-efficient behaviors simply by using negative re-enforcement.

It can be therefore concluded that motivation is mainly in positive sense. Furthermore by reviewing the added literature it can easily be stated that motivation is mainly of two types: 1) Extrinsic 2) Intrinsic motivation. So the main focus of our study will remain upon finding the overall motivation level, finding on its more dominant type i.e. intrinsic or extrinsic and finding the relation between motivation and of its types i.e. intrinsic and extrinsic with turnover intention.

Research Methodology

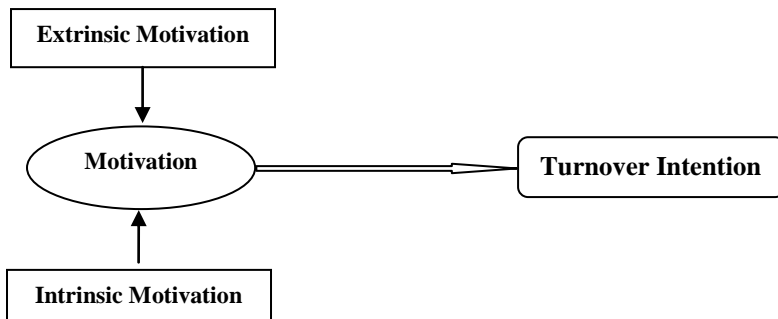
Sampling design

The target population of this study is traffic policemen serving at District Charsadda. There are 65 policemen working at the mentioned locality. As it is clear that their number was less than 100 which could easily be approached and studied so we selected all the employees working at the locality but in the end got the response of 62 personnel. We have used convenient sampling technique for our study.

Variables of the study

The principal purpose of our conducted study was to find the relationship of two qualitative variables i.e. "Motivation" and "turnover intention". So motivation worked as independent and turnover intention as dependent variable. Also intrinsic motivation and extrinsic motivated were used as independent variables for turnover intention.

Theoretical model



Data collection method

Primary data were collected through pre-designed questionnaires, administered personally. Likert five point scale was adopted for getting the respondents response and all the questionnaire questions were close ended. The questionnaire consisted of ten questions regarding intrinsic motivation, ten questions were about extrinsic motivation and three questions were regarding turnover intention. Best efforts were made to get the true responses by visiting almost every individual personally. For the sake of removing their ambiguities regarding the questions, regular visits were made.

Data analysis and measurement

SPSS was used for analyzing the collected data. As the study was consisted of qualitative variables, counts and percentages were used for its interpretation. For finding the possible association between variables, Pearson correlation method was used and for finding the causes and effects of variables upon one another, we used Regression Analysis.

Results and discussion

The succeeding tables show the results obtained by analyzing the collected information from respondents working at the studied population about motivation and job turnover intention. It is consisted of demographic details i.e. frequency and percentage, reliability, Mean Average Score, Correlation and Regression values.

Demographic Details

Table 1 shows the results regarding Age, Qualification, Job scale, Current job and total job experience.

Table 1 *Frequencies and Percentages of Different Variables i.e. Age, Qualification, Designation, Current Job Exp, Total job Experience.*

Group Years	No (%)	Group Qualification	No (%)	Designation	No (%)	Group Current job Experience	No (%)	Group Total Experience	No (%)
20–25	6 (9.7)	Primary	1 (1.6)	LHC (05)	58 (93.5)	1–5	47 (75.8)	1–5	7 (11.3)
26–30	7 (11.3)	Middle	43 (69.4)	HC (07)	2 (3.2)	6–10	12 (19.4)	6–10	13 (21.0)
31–35	16 (25.8)	Matric	13 (21.0)	IHC (09)	1 (1.6)	11–15	2 (3.2)	11–15	11 (17.7)
36–40	15 (24.2)	F.A	5 (8.1)	SI (14)	1 (1.6)	16–20	1 (1.6)	16-20	10 (16.1)
41–45	9 (14.5)	B.A	0(0)	00	00	00	00	21-25	16 (25.8)
46 – 50	8(12.9)	M.A	0 (0)	00	00	00	00	26-30	3(4.8)
51 – 55	1(1.6)	MS	0 (0)	00	00	00	00	31+	2(3.2)
Total	62 (100)		62 (100)	00	62 (100)	00	62 (100)	00	62 (100)

Source: field data.

It is worth to mention that we have received responses of different job scale employees. The above table shows that out of our 62 respondents 58(93.5%) have a job scale stated as L.H.C i.e. scale 05, 2(3.2) have a job scale called H.C. (07), 1(1.6) employee has a scale of I.H.C (09) and one respondent has S.I (14) job scale.

The same table contains current job and total job experience values as well. The table shows the experience in small intervals and each interval is confronted by its number of respondents and its percentage value. The table explains that there are 47 (75.8%) employees, who have their traffic police experience lying in the range of 1-5 years of

interval. Similarly 12 (19.4%) employees have their traffic experience equal to value in the range of 6-10 years of interval, 2 (3.2%) and 1 (1.6%) employees have experience value in the range of 11-15 years and 16-20 years respectively.

The very same table also consists of "Total job experience" values, their frequencies as per different intervals and percentage as well. The experience of 7 (11.3%) employees is located in the interval 1-5 years, 13 (21.0%) employees have experience values in the interval of 6-10 years. Hence forth employees of frequency number 11 (17.7%) total job experience value lays in the interval of 11-15 years, 10 (16.1%) employees total experience value is somewhere located in the interval of 16-20 years, 16 (25.8%) have total job experience in the interval of 21- 25 years, 3 employees value is located in the range of 26-30 years and 2 (3.2%) are very seasoned and has their total job experience value in the interval of 31-35 years.

Reliability co-efficient

Table 2 shows the reliability co-efficient of different factors of motivation and turnover intention. Cronbach's Alpha (α) has been used for checking the reliability of the data. According to Cronbach's Alpha (α), data which result is 60% or more after being checked for the said reliability, the data can be called as reliable and one can surely trust upon this data and its vitalness. The following table shows the percentage values of different variables. All of the variables values are reliable (individually). The overall reliability value for the data is 60% which is a proof of the fact that the scale is reliable (Green *et al.*, 2000). So we can trust upon the results obtained from the data collected.

Table 2 *Reliability Measure of Different Variables.*

Category	Cronbach's Alpha (%)	Remarks
Extrinsic Motivation	71.4	Reliable
Intrinsic Motivation	73.2	Reliable
Motivation	75.00	Reliable
Turnover intention	73.9	Reliable

Correlation between employees Motivation, turnover intention, Intrinsic and extrinsic Motivation

Table 3 shows the Pearson's co-efficient of correlation of the variables under study. Pearson correlation was considered in order to evaluate the means of employees Motivation, turnover intention, and Intrinsic and Extrinsic motivation. The result showed that the three variables are significantly correlated and also we can find the direction of effects among the variables i.e. how they will effect each other.

It is clear from the table that there is a significant and positive relationship between intrinsic and extrinsic motivation in the selected sample (0.261 (*), $p < 0.05$). The result

indicates that in the studied organization both intrinsic and extrinsic motivations are positively correlated and increase in one will lead to the consecutive increase in the as well. Also the table values indicate that intrinsic motivation (0.778(*), $p < 0.01$) and extrinsic motivation (0.803(*), $p < 0.01$) have significant positive correlation with Motivation. We can clearly assume from the above table results that increase or decrease in intrinsic motivation or extrinsic motivation individually, will directly lead towards increase or decrease in employees over all motivation.

The matrix of correlation indicates that intrinsic motivation (-0.276(*), $p < 0.05$) and overall motivation (-0.260(*), $p < 0.05$) have significant but negative correlation individually with turnover intention and increase or decrease in both of the variables individually will cause different inverse effect upon turnover intention in the studied organization. I.e. if intrinsic motivation will increase, turnover intention will decrease and same will be the effect if over all motivation on turnover intention. Extrinsic motivation has also negative correlation but insignificant correlation with turnover intention i.e. (-0.120). Though the matrix values indicates insignificant correlation but still it does not neglects its existence and the effect of extrinsic motivation upon turnover intention may be minor but exists.

Table 3. *Pearson's Correlation of Employee's Motivation, Turnover Intention, Intrinsic and Extrinsic Motivation.*

Variables	Intrinsic Motivation	Extrinsic Motivation	Motivation	Turnover Intention
Intrinsic Motivation	1			
Extrinsic Motivation	0.261*	1		
Motivation	0.778*	0.803*	1	
Turnover intention	- 0.276*	- 0.120	-0.260*	1

*.Correlation is significant at the 0.05 level (2-tailed).

Regression analysis between intrinsic motivation and turnover intention

Table 4 shows regression analysis of intrinsic motivation and turnover intention. Values in the table show that there is a negative and significant relationship between the two terms i.e. intrinsic motivation and employee's turnover intention of the employees in traffic police of Charsadda, which were selected for the study. The value of t-ratio is 2.22 (which is well above the critical level 1.96 for 5% significance (Joreskog & Sorbom, 1993), $p < 0.05$, and the overall significance is 4.93 which is greater than 3. Khan (2013) conducted a qualitative study for finding the relationship of job stress (independent variable) with Employees performance, job satisfaction and workload. The regression values he obtained were $t > 2$, $p < .05$ and F-value was greater than 3. Despite this R^2 value was .055 between job stress and employee performance, R^2 value was 0.182 between job stress and Job satisfaction and R^2 value between job stress and workload pressure was 0.041. As seemingly R^2 continues a trend of

expressing less value constantly, still, he has declared his results significant and also been recognized and approved. Similarly Stefan Seiler et al. (2011) conducted a study "An integrated model of factors influencing project manager's motivation". They used the same $t > 2$, $F > 3$ and $p < 0.01$ approach. In the end after testing their primary variables they went for controlling the age factors in the studied organization and found that despite the main variables, age factor ($R^2 = .032$, $R = -0.178$, $p < 0.01$) has also influence upon motivational factors for personal development. Age was also recognized on the bases of obtained $R^2 = 0.096$, $R = -0.309$, $p < 0.01$) to have an influence on the importance of companies support for balancing workload and private life. They have assumed as well that other personal related variables i.e. Personality, Tenure, Career goals, Job satisfaction etc have an impact on motivational factors.

Based on these results, it can be concluded that employees intrinsic motivation play an important role in their turnover intention. As stated earlier and also is evident in the following table value(Beta) that the relationship between the mentioned variables is inverse in nature and increase in one will indicate decrease in the value of the other variable and vice versa. Though value for R and R^2 are of low dimensions still it has showed the variance in dependent variable due to independent. The low value of R^2 can be justified by keeping above stated literature in mind that there may be other variables involved in affecting the turnover intention in spite of intrinsic motivation.

Table 4 *Model Summary of Intrinsic Motivation and Turnover Intention*

Model Summary				
Model	R	R²	Adjusted R Square	Std. Error of the Estimate
1	0.276	0.076	0.061	2.31050

a. Predictors: (Constant), intrinsic motivation

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26.346	1	26.346	4.935	.030 ^a
	Residual	320.306	60	5.338		
	Total	346.652	61			

a. Predictors: (Constant), intrinsic motivation

b. Dependent Variable: Turnover intention

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.106	1.910		6.863	0.000
	Intrinsic motivation	- 0.128	0.058	-0.276	-2.222	0.030

a. Dependent Variable: Turnover intention

Regression Analysis between Extrinsic Motivation and Turnover Intention

It is clear from the values obtained in the table 5 that there is a negative but non-significant relation between extrinsic motivation and Turnover intention. As it is clear that in the following table i.e.4.7.2 the value of t-ratio is less than 2 ($t > 2$), $P < 0.05$, and the overall significance value i.e. F value, is less than 3. The aforementioned values indicate that the relationship between extrinsic motivation and turnover intention is not a significant one.

Table 5 *Regression Model Tables for Extrinsic Motivation and Turnover Intention.*

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.120 ^a	0.015	-0.002	2.38615

a. Predictors: (Constant), Extrinsic motivation

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.029	1	5.029	0.883	0.351
	Residual	341.624	60	5.694		
	Total	346.652	61			

a. Predictors: (Constant), Extrinsic motivation

b. Dependent Variable: Turnover intention

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.395	1.605		6.477	.000
	Extrinsic motivation	-0.047	0.050	-0.120	-0.940	0.351

a. Dependent Variable: Turnover intention

Akintoye (2000) stated that extrinsic motivation really helps in maintaining the working enthusiasm of workers and in its retention. He stated that among extrinsic motivators money is the most significant motivator for employees. He also argued that the presence of extra allowances, benefits and also salary increments along with the principle salary amount, greatly contribute in workers motivation.

Regression Analysis between Motivation and Turnover Intention

Table 6 shows regression analysis of motivation and turnover intention. It is clear from the values obtained in the table that there is a negative(-beta) and also significant relationship between motivation and turnover intention as the value of t is greater than 2 ($t > 2$), $P < 0.05$, and the overall significance i.e. F is 4.51 which is greater than 3.

Table 6 *Regression Model Tables for Motivation and Turnover-Intention.*

Model Summary

Model	R	R ²	Adjusted R Square	Std. Error of the Estimate
1	.260	0.068	0.052	2.32103

a. Predictors: (Constant), motivation

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.422	1	23.422	4.348	0.041
	Residual	323.231	60	5.387		
	Total	346.652	61			

a. Predictors: (Constant), motivation, b. Dependent Variable: Turnover intention

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.290	2.119		6.271	0.000
Motivation	-0.066	0.032	-0.260	-2.15	0.041

a. Dependent Variable: Turnover intention

Henderson et al. (2008) have acknowledged two main categories of incentives for health worker motivation and retention. These are financial incentives (salary supplements, benefits and allowances) and non-financial incentives (improved working and living conditions, continuing education and professional development, supervision and managements etc). Rose and Miller (1984), Iverson and Roy (1994) and Van Brenkelen (1999) suggested that pertaining to job related factors, particular conditions of employment (e.g., salary, career opportunity etc) are important causes of turnover intention. So it indicates that motivation can be prevailed through different sources and each one has its own importance but if someone wishes to retain his/her employees and reduce their intention to quit, he/she has to keep their employees motivated. It is concluded that motivation plays a key role in retention of employees and has an inverse relationship with turnover intention and our study also affirms the related literature.

Discussion

This study was undertaken to find the relationship between motivation and turnover intention. The obtained results state that motivation has a significant and negative relationship with that of turnover intention. Similarly the relationship of other subparts of motivation i.e. intrinsic and extrinsic motivation was also found out, which revealed that intrinsic motivation individually shows significantly negative relationship with turnover intention but extrinsic motivation despite continuing negative trend in relationship does give significant results.

Researchers like Adams and Hicks (2000) and Stoke (1999) have highlighted the importance of motivation for getting employees commitment. By reviewing the results it could be found that the study results are also in line with that of the mentioned researchers work, and emphasizing upon the motivation of employees for reducing turnover intention.

Summary and Recommendations

This study was carried out with the purpose of finding the relationship of motivation, intrinsic motivation and extrinsic motivation with that of turnover intention, specifically in personnel of the studied organization at Charsadda locality.

To achieve the desired objectives, primary data was collected at first instance through pre-designed questionnaires. All the questions in there were close ended. In fact each questionnaire was a combination of three questionnaires' .i.e. intrinsic motivation, extrinsic motivation and turnover intention questionnaires. Questionnaire for intrinsic motivation was designed by Williams and Anderson (1991), extrinsic motivation questionnaire was again designed by Williams and Anderson (1991), and questioner for finding turnover intention was developed by Camman et al (1979). As the questions were close- ended, five point Likert scale was used to measure various views and responses.

After collecting the data its reliability was measured by using Cronbach's Alpha. Correlation among the variables was tested by the use of Pearson correlation. Due to qualitative nature of the data firstly variables are presented in the form of counts and percentages. For investigating the perception of respondents regarding each variable, Mean average score (MAS) were calculated and for further justification of the results, regression analysis was calculated at 5% level of significance.

However after measuring the Cronbach's Alpha for all the variables it can be stated that as for every individual variable the value was greater than .65 and even greater than 0.70, the data is reliable. Similarly correlation technique was used in order to examine the possible association and its nature among the variables. Keeping in view the correlation table values, it can be found that there is significant and inverse relationship between Motivation and turnover intention. Also the relationship between intrinsic motivation and turnover intention is significant and inverse. However the relationship between extrinsic motivation and turnover intention was not significant as per obtained data results but is inverse.

Recommendations

- 1) The good working relationships should be preserved.
- 2) The government should impose such developmental policies, which could promote desire and opportunities for higher education among the employees.
- 3) Government should introduce a systematic development plan based on the education level of the employees.
- 4) Government and upper level personnel among the organization hierarchy should promote proper need base training, not only for employees professional development but also for creating awareness regarding social responsibilities.

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