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## EFFECT OF EXTRINSIC MOTIVATION ON EMPLOYEE PERFORMANCE AT KIPCHABO TEA FACTORY, NANDI COUNTY, KENYA

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### ABSTRACT

This study examined the influence of extrinsic motivation on employee performance at Kipchabo Tea Factory in Nandi County, Kenya. As a key player in Kenya's agricultural sector, particularly in tea processing, the factory operates in an industry that remains central to the national economy yet continues to grapple with persistent productivity challenges (KIPPRA, 2020). These challenges underscore the need to understand motivational factors that shape employee output. The study specifically evaluated how compensation, job security, recognition and awards, promotion opportunities, leadership support, and training initiatives affect employee performance. Guided by Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs, the study adopted a descriptive research design and drew a sample of 200 respondents from a target population of 400 employees using stratified random sampling. Data were collected using a structured questionnaire, whose reliability was confirmed through a Cronbach's alpha coefficient of .709. Descriptive statistical methods—including means and standard deviations—were used for data analysis. Findings indicated that extrinsic motivation positively contributes to improved employee performance, with recognition and awards emerging as the most significant predictor. The study recommends regular appraisal of reward structures, adoption of participatory management practices, and enhanced investment in employee development to sustain motivation and optimize performance.

**KEYWORDS:** Extrinsic Motivation, Employee Performance, Recognition, Reward Systems, Productivity

### BACKGROUND OF THE STUDY

Employee motivation remains one of the most critical determinants of organizational performance across industries. In human resource management, motivation is understood as the internal and



external forces that initiate, direct, and sustain behavior toward the achievement of organizational goals. Motivated employees tend to demonstrate higher levels of commitment, productivity, and job satisfaction, which in turn enhances organizational effectiveness. Conversely, low motivation often results in absenteeism, poor work quality, high turnover, and reduced efficiency—issues that many labor-intensive sectors continue to encounter. Motivation is commonly categorized into intrinsic and extrinsic dimensions. Intrinsic motivation relates to internal drivers such as personal growth, autonomy, and recognition, while extrinsic motivation comprises tangible rewards including salary, job security, bonuses, and career progression opportunities (Deci & Ryan, 2020). For organizations operating within highly competitive environments, such as Kenya’s agricultural and manufacturing sectors, extrinsic motivators often play a pivotal role in shaping employee behavior and performance outcomes.

Kenya’s tea industry is one of the country’s largest foreign exchange earners and provides direct and indirect employment to hundreds of thousands of workers. Despite its economic significance, the industry continues to experience persistent productivity challenges associated with labor shortages, high employee turnover, and fluctuating performance levels (KIPPRA, 2020). These challenges are often linked to inadequate motivational frameworks that fail to address the needs and expectations of employees, particularly in relation to compensation, recognition, and job security. Kipchabo Tea Factory, a prominent processing facility within Nandi County, operates in a context where employee motivation directly affects output, product quality, and operational continuity. As a labor-intensive enterprise, the factory’s performance depends largely on the productivity, discipline, and engagement of its workforce. However, like many other tea factories, it faces issues such as varying employee morale, inconsistent work attendance, and the need for continuous performance improvement. Understanding how extrinsic motivational factors influence employee performance within this context is therefore essential for enhancing operational efficiency, strengthening employee retention, and sustaining competitiveness. The study thus seeks to deepen understanding of the relationship between extrinsic motivation and employee performance at Kipchabo Tea Factory. By examining key elements such as compensation, promotion, recognition, leadership support, and training, the research provides evidence-based insights that can inform strategic human resource interventions and contribute to improved productivity within the tea industry.

### **STATEMENT OF THE PROBLEM**

Employee motivation plays a pivotal role in shaping organizational performance and sustaining operational efficiency. Despite management efforts across many institutions to strengthen productivity, organizations continue to experience persistent challenges including diminished employee morale, high rates of absenteeism, low commitment, and increasing staff turnover. Within Kenya’s tea industry—one of the country’s largest contributors to employment and export revenue—



these human resource concerns have become more pronounced. Research by the Kenya Institute for Public Policy Research and Analysis (KIPPRA, 2020) indicates that agricultural productivity has declined by approximately 20% over the past decade, with inadequacies in motivation systems and employee management practices identified as major contributing factors. Kipchabo Tea Factory, like many other tea-processing entities, operates in a highly competitive and labor-intensive environment where employee output directly affects production quality and profitability. However, anecdotal evidence suggests that the factory continues to grapple with performance-related issues potentially linked to insufficient extrinsic motivation measures such as fair compensation, recognition, job security, promotion opportunities, and supportive leadership. Existing empirical studies within Kenya's agricultural sector focus broadly on employee satisfaction and productivity but offer limited insights into how specific extrinsic motivation variables influence performance in tea factories. This gap in contextualized knowledge creates uncertainty for management in designing effective motivation strategies. Therefore, this study seeks to investigate the effect of extrinsic motivation on employee performance at Kipchabo Tea Factory, thereby addressing the existing empirical and practical gap and contributing to evidence-based human resource decision-making in the tea industry.

#### Significance of the Study

The findings of this study hold substantial value for multiple stakeholders, including factory management, policymakers, and the academic community. For the management of Kipchabo Tea Factory, the study provides evidence-based insights into how extrinsic motivation influences employee performance, thereby supporting the development of more effective human resource policies, reward systems, and workplace practices. By identifying the motivation factors that most strongly predict productivity, the study equips managers with practical tools for enhancing employee engagement, reducing turnover, and optimizing operational efficiency.

For policymakers, particularly those in the agricultural and labor sectors, the study offers empirical guidance that can inform the formulation and refinement of labor standards, employee welfare regulations, and organizational performance frameworks. In an industry characterized by labor-intensive operations, understanding the motivational drivers that influence workers' output contributes to more targeted and impactful policy interventions aimed at improving productivity and safeguarding worker well-being.

For scholars and future researchers, this study adds to the existing body of knowledge by providing a contextualized examination of extrinsic motivation within Kenya's tea industry—a sector that has been underrepresented in empirical literature. It also offers a theoretical and methodological foundation upon which subsequent studies can build, thereby enriching academic discourse on motivation, human resource management, and organizational performance. Ultimately, the study contributes to bridging the research gap and stimulates further inquiry into motivation dynamics in agricultural and manufacturing contexts.



## **LITERATURE REVIEW**

Herzberg's Two-Factor Theory (1959) and Maslow's Hierarchy of Needs (1943) provide the foundational theoretical perspectives for this study. Herzberg posited that job satisfaction and dissatisfaction arise from two independent sets of factors. Hygiene factors—such as salary, job security, organizational policies, and working conditions—do not create satisfaction when present but their absence leads to dissatisfaction. Motivators, including achievement, recognition, growth opportunities, and responsibility, actively promote satisfaction and enhanced performance (Herzberg, 1959; Alshmemri et al., 2017). Within organizational settings, the absence of adequate hygiene factors, particularly fair compensation and safe working conditions, has been repeatedly linked to diminished morale and reduced productivity (Yusoff et al., 2013; Otiso, 2019).

Maslow's Hierarchy of Needs complements Herzberg's work by theorizing that individuals are motivated based on a progression of needs, beginning with physiological and safety needs and advancing toward social belonging, esteem, and ultimately self-actualization (Maslow, 1943; McLeod, 2020). According to Maslow, employees must have their lower-level needs adequately met before higher-order motivational drivers can significantly influence their performance. In labor-intensive sectors such as agriculture, where basic needs such as security and stable income are central to employees' lives, extrinsic rewards form a core foundation for motivation (Kahya, 2018). Communication also plays a critical role in supporting motivation within these theoretical frameworks. Motivation without effective communication often fails to generate meaningful satisfaction or behavioral change. Otiso (2021) emphasized that transparent and consistent communication strengthens employee engagement and enhances organizational performance by fostering clarity, reducing uncertainty, and promoting alignment with organizational goals.

Empirical literature consistently reinforces the link between extrinsic motivation and employee performance. Ali and Anwar (2021) found a strong positive relationship between external rewards such as salary, allowances, and recognition and performance outcomes across multiple organizational contexts. Similarly, Sitopu et al. (2021) demonstrated that motivational strategies grounded in both monetary and non-monetary rewards significantly enhance work quality and employee efficiency. Otiso (2020) further established that structured reward systems, combined with participatory decision-making, improve employee satisfaction and productivity, particularly in manufacturing and agricultural settings. Additional studies corroborate that reward systems, promotion policies, and supportive leadership predict higher employee output and job satisfaction (Güngör, 2011; Njeri & Muathe, 2020; Otiso, 2018). Collectively, these theoretical and empirical perspectives affirm that extrinsic motivation is a key driver of employee behavior and performance, especially in environments requiring continuous manual labor, such as tea processing factories. The present study builds on this foundation to explore how extrinsic motivational factors influence performance at Kipchabo Tea Factory.



## RESEARCH METHODOLOGY

This chapter presents the systematic procedures adopted to address the research objectives and answer the study's key questions. It outlines the research design, target population, sampling techniques, research instruments, procedures for data collection, methods of data analysis, and ethical considerations. The methodological choices were grounded in established research principles to ensure validity, reliability, and relevance of the findings.

## RESEARCH DESIGN

The study employed a descriptive research design, which is appropriate for examining phenomena as they exist naturally without manipulating study variables. Descriptive designs allow researchers to gather quantifiable information that describes trends, opinions, and attitudes within a population (Stratton, 2021). This design is particularly suitable for social science research seeking to explore relationships among variables—in this case, extrinsic motivation and employee performance. According to Creswell and Creswell (2018), descriptive surveys provide a robust framework for generalization when representative samples are used, thereby enhancing the external validity of the findings.

### Target Population

The target population consisted of 400 employees working at Kipchabo Tea Factory. These employees were distributed across five main departments: administration, production, finance, human resources, and maintenance. The inclusion of all departments ensured that perspectives were drawn from both managerial and operational staff. Mugenda and Mugenda (2003) emphasize that defining a clear population frame enhances the accuracy and representativeness of research results, especially in organizational studies.

### Sampling Technique and Sample Size

A stratified random sampling technique was adopted to ensure proportional representation across all departments. Stratification enhances sample representativeness and reduces sampling bias by grouping respondents with similar characteristics before random selection (Kothari, 2014). Each department was treated as a stratum from which respondents were proportionately drawn.

The sample size was determined using Yamane's (1967) formula:

$$n = N / [1 + N(e^2)],$$

where  $N = 400$  and  $e = 0.05$ .

A sample size of **200 respondents** was obtained, which is adequate for statistical analysis and consistent with recommendations by Sekaran and Bougie (2019), who note that larger samples



enhance statistical power. The primary data collection instrument was a structured questionnaire comprising closed-ended questions measured on a 4-point Likert scale (1 = Strongly Disagree to 4 = Strongly Agree). Likert scales are widely used in attitude measurement as they facilitate quantification of perceptions and simplify analysis (Joshi et al., 2015).

### **Validity of Research Instruments**

Validity refers to the extent to which an instrument measures what it is intended to measure. To ensure content and construct validity, the questionnaire underwent expert review by three specialists in human resource management and research methodology. Expert validation is considered a robust method for verifying instrument adequacy, clarity, and relevance (Clark & Watson, 2019). Their feedback informed revisions that enhanced the precision and comprehensiveness of the tool.

### **Reliability of Research Instruments**

Reliability assesses an instrument's consistency in producing stable results over repeated trials. A pilot study was conducted among employees at Chebut Tea Factory, a comparable setting to the study site. The pilot yielded a Cronbach's alpha coefficient of 0.709, surpassing the minimum acceptable threshold of 0.70 recommended by Kang (2021) and Tavakol and Dennick (2011). This indicated that the questionnaire items demonstrated satisfactory internal consistency.

### **Data Collection Procedures**

Prior to data collection, ethical approval was obtained from the National Commission for Science, Technology and Innovation (NACOSTI) and the University of Eastern Africa, Baraton. Permission was also sought from the management of Kipchabo Tea Factory. Data collection was conducted through self-administered questionnaires delivered in person to maximize response rates, as recommended by Dillman et al. (2014). Respondents were briefed on the study objectives and assured of confidentiality before completing the instruments.

### **Data Analysis Techniques**

Collected data were coded, entered, and analyzed using descriptive statistical methods. Measures such as means, standard deviations, and frequency distributions were computed to summarize respondent perceptions. Descriptive statistics are advantageous for identifying trends and patterns within quantitative data (Gravetter & Wallnau, 2020). The results were presented through tables and narrative explanations to facilitate interpretation. Further, the data were screened for completeness and accuracy before analysis to ensure quality. Statistical analysis was conducted using SPSS, consistent with best practices recommended by Pallant (2020).

**Ethical Considerations**

The study adhered to established ethical standards in social science research. Participation was voluntary, and informed consent was obtained from all respondents. Anonymity and confidentiality were assured by excluding personal identifiers from the data collection instruments. Collected data were used strictly for academic purposes and stored securely to prevent unauthorized access. These ethical measures align with the guidelines outlined by the American Psychological Association (2020).

**DATA ANALYSIS AND PRESENTATION**

A multiple regression analysis was performed to investigate the effect of extrinsic motivation on employee performance (EPF). The model comprised ERA, EPP, EJS, EWE, ETD, ETB, LMS, and ECB as predictor variables.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.238	.296		4.179	.000	.651	1.826
	ERA	.326	.122	.336	2.672	.009	.084	.567
	EPP	.052	.119	.060	.440	.661	-.183	.287
	EJS	.119	.065	.182	1.833	.070	-.010	.248
	EWE	-.116	.114	-.120	-1.022	.309	-.341	.109
	ETD	.119	.134	.135	.888	.376	-.147	.385
	ETB	-.173	.128	-.187	-1.354	.179	-.426	.080
	LMS	.154	.109	.153	1.409	.162	-.063	.370
	ECB	.126	.091	.156	1.396	.166	-.053	.306

a. Dependent Variable: EPF

From table 4 above, recognition and awards (ERA) is a significant predictor with a p value of 0.009, job security (EJS) yet not significant comes close with a p value of 0.070. the remaining variables promotion (EPP) 0.661, workplace environment (EWE) 0.309, training and development (ETD) 0.376, team building activities (ETB) 0.179, leadership and management support (LMS) 0.162, compensation and benefits (ECB) 0.166 all having p values which are above 0.05 making it insignificant. The findings revealed that only Employee Recognition and Awards (ERA) had a statistically significant positive effect on employee performance (B = 0.326, p = 0.009). Other factors



such as promotion, job security, training, team building, leadership support, and compensation did not show significant effects.

## SUMMARY OF FINDINGS, DISCUSSIONS AND CONCLUSIONS

### Summary of Findings

The study examined the influence of extrinsic motivation on employee performance at Kipchabo Tea Factory. Results from the multiple regression analysis revealed that, although several extrinsic motivation factors showed positive relationships with performance, Employee Recognition and Awards (ERA) emerged as the only statistically significant predictor of employee performance ( $p = .009$ ). Other variables—including promotion opportunities, job security, workplace environment, training and development, team-building activities, leadership support, and compensation—did not reach statistical significance, despite displaying positive but weak associations. These results suggest that recognition and reward mechanisms hold greater motivational strength within the factory context compared to other extrinsic incentives. The finding aligns with contemporary HR literature indicating that recognition fosters employee engagement, enhances perceived organizational support, and strengthens performance behaviors (Ganta, 2014; Brun & Dugas, 2008).

### Discussion of Findings

#### 1. Recognition and Awards as the Most Influential Predictor

The study's finding that recognition significantly predicts performance resonates with **Herzberg's Two-Factor Theory (1959)**, which identifies recognition as a key motivator that enhances job satisfaction and commitment. According to Herzberg, recognition is a "motivator factor" that directly stimulates positive work attitudes and increases individual productivity. Similarly, Brun and Dugas (2008) note that recognition contributes to meaningful work experiences, strengthens employee identity, and improves performance outcomes. In the context of Kipchabo Tea Factory, where employees operate in physically demanding environments, consistent acknowledgment and appreciation appear to reinforce morale and work effort.

#### 2. Compensation, Job Security, and Promotion

Although compensation and promotion were not statistically significant predictors in the model, their positive relationships with performance align with studies demonstrating that fair pay and career advancement opportunities act as foundational motivators (Sitopu et al., 2021; Ali & Anwar, 2021). Herzberg classifies compensation and job security as **hygiene factors**, essential for preventing dissatisfaction. The insignificant statistical effects observed in this study could indicate that employees already perceive these factors as adequate or expect them as basic employment rights rather than strong motivators.



### **3. Training, Team Building, and Leadership Support**

Training and development, team-building activities, and leadership support also showed weak positive effects. This pattern supports research by Pancasila et al. (2020), who explain that the impact of such factors on performance is often indirect, mediated by psychological variables such as trust, organizational culture, and perceived fairness. Maslow's Hierarchy of Needs (1943) suggests that when lower-level needs (physiological, safety) are met, employees seek fulfillment of higher-level needs such as esteem, belonging, and self-actualization. These findings imply that more intentional investment in leadership engagement, communication clarity, and structured capacity-building may be necessary to strengthen their motivational potency.

### **4. Overall Effectiveness of Extrinsic Motivation**

Overall, the findings demonstrate that extrinsic motivation continues to play a crucial role in employee performance. This supports the work of Deci and Ryan (2020), who acknowledge that while intrinsic motivation is powerful, extrinsic motivators remain essential in structured work environments—particularly in labor-intensive sectors like agriculture. Recognition appears to be an especially powerful driver because it connects extrinsic rewards with intrinsic feelings of achievement and appreciation.

## **CONCLUSIONS**

The study concludes that extrinsic motivation significantly influences employee performance, although the strength of influence varies across different components. Recognition and awards are the most impactful motivators at Kipchabo Tea Factory, confirming that symbolic rewards and acknowledgment deeply affect employees' commitment, morale, and productivity. While other extrinsic factors such as compensation, job security, training, and leadership support showed positive but statistically insignificant effects, they remain foundational elements that shape employee satisfaction and retention, consistent with Herzberg's hygiene factors and Maslow's lower-order needs. The study's results validate theoretical postulations that employee needs and performance outcomes are shaped by external conditions that satisfy security, esteem, and achievement. Effective extrinsic motivation strategies, therefore, remain essential for optimizing individual and organizational performance in agricultural processing industries.

## **RECOMMENDATIONS**

Based on the findings and literature, the following recommendations are proposed:

### **1. Regular Review and Adjustment of Compensation and Benefits**

Management should periodically benchmark salaries, allowances, and benefits against industry standards. Equitable compensation reduces dissatisfaction and enhances retention, in line with Herzberg's hygiene factors.



## 2. Enhance Transparency and Fairness in Promotion and Reward Systems

Clear promotion criteria, visible career pathways, and publicly communicated reward policies strengthen perceptions of fairness and boost employee engagement (Adams' Equity Theory).

## 3. Invest Strategically in Continuous Staff Training and Professional Growth

Structured and frequent training enhances employee competence, confidence, and loyalty. Training should be aligned with both organizational goals and personal development plans.

## 4. Strengthen Participatory and Supportive Leadership Practices

Supervisors should adopt participatory management styles that empower employees through involvement in decision-making. Supportive leadership enhances trust and commitment (Pancasila et al., 2020).

## 5. Encourage Further Research on Motivation Dynamics

Future studies should examine the interaction between intrinsic and extrinsic motivation, the role of organizational culture, and moderating variables such as age, job category, and work environment.

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