
Examining the Effect of Working Environment on Organizational Performance (A Study of Arba Minch University Sawla Campus, Southern Region, Ethiopia)

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Received: 17 February 2024

Accepted: 06 May 2024

Published: 19 June 2024

Abstract: *The main aim of the study were to examine how AMU's Sawla campus, in particular, performed as an organization in relation to its working environment. 51 academic employees and 156 administrative employees participated in the survey as responders. The basic research issues were addressed by using an explanatory research approach. The data were analyzed using multiple regression analysis and correlation. The correlation analysis found that the working environment and organizational performance had a favorable and statistically significant link ($r=.897^{**}$, $p<0.01$). The working environment accounted for 80.5% of the variance in organizational performance, according to the regression model's R Square value of 0.805. The variable that predicts with $\beta =.661$, $p<.01$, the workplace was determined to be the most significant predictor of organizational success. Improving organizational performance at the AMU Sawla campus necessitates working with relevant government agencies to establish an atmosphere that motivates employees to perform better.*

Keywords: *Performance of the Organization and Employee Motivation.*

1. INTRODUCTION

All businesses want to succeed, even in the current economy's intensely competitive environment. Because they recognize the importance of their best personnel to the company's overall performance, companies of all sizes want to retain this talent. To get over these challenges, businesses can emphasize task completion and build a strong, positive relationship with their employees (Murphy & Alexander, 2015).



The term 'work motivation' enables scholars to delve further into the study of motivation in the workplace, particularly the drive that promotes work-related conduct and shapes an individual's approach, focus, level of intensity, and duration of employment (Baron, 1991). To do a work only for its own sake is the aim of highly customized internal motivation (Peterson & Ruiz-Quintanilla, 2003; Whang & Hancock, 1994). Here, an employee finalizes a task ahead of schedule because it brings them satisfaction rather than because they could receive a reward: Financial incentives, team or corporate goal-setting, and supervisor evaluation are a few more forms of external motivation (Kluger & DeNisi, 1996; Whang & Hancock, 1994). When it comes to their employees' motivation, supervisors have a big say in it and should be conscious of that. Since they have very little control on internal drive, supervisors must learn how to inspire their staff members to generate external motivation. Money, hierarchy, and task performance are crucial factors to take into account while researching workplace motivation in firms (Lawler, 1973). The concept of money in an organization can be rather straightforward: for a business to thrive in the marketplace, it must be profitable. Additionally, in order to retain highly qualified workers and enable them to support themselves and frequently others in society, the organization must also pay its employees. Organizations need order and direction, which is why hierarchies are in place. As was already established, effective communication within this hierarchy—for example, between a supervisor and a subordinate—is essential to organizational success. Ultimately, whether or not a person can truly fulfill job expectations determines the task performance component of motivation. This encompasses both mental and physical abilities, and even though someone is motivated, it won't matter if they are unable to complete the task in the first place. Won't enable him or her to proceed as far as is necessary (Lawler, 2015). In addition to making quality organizational hires, organizations often aim to close this performance gap by implementing workplace training. How to Motivate Employees is the Overarching Goal of This Research. Motivated workers contribute to the survival of the company. For an organization, motivating staff members yields greater results. What will drive staff the most is something that managers need to know. A motivated workforce will be content with their work, and contented workers will strive hard to meet organizational objectives, which will lead to a successful and productive organization. ARBBA Minch University's Sawla Campus academic and administrative staff's motivation can be impacted by or enhanced by issues with pay, training programs, promotion structures, and working conditions.

The study looked at how an organization's performance is affected by its working environment using the Sawla Campus of Arba Minch University as a case study area.

Problem Description

Employee motivation is essential to the success of any company (Meyer and Peng, 2006). The primary element that can propel a company toward success—or, in the event of inept management, toward collapse—is employee motivation (Manzoor, 2011). Despite their significance, the majority of businesses do not care about employee motivation since they view workers as nothing more than inputs in to the operation of the company (Al Jasmi, 2012). Poor performance is exacerbated by personnel who lack motivation (Keijzers, 2010).

To achieve high levels of satisfaction, individual employee motivation is essential (Petcharak, 2004). Iqbal et al. (2012) assert that in order to get maximum productivity, workers' motivation



and their ability to work together on difficult assignments given by the manager are critical to their success. These days, scholars are increasingly focused on improving working ability, productivity, and excellence. In the past, employee demands and preferences have been given more weight in studies. Numerous domestic and international studies have been conducted on the connection between employee motivation and organizational performance. The primary focus of this research is on how employee motivation, whether intrinsic or extrinsic, affects an organization's success. For example, the study by Carmen and Charlotte (2015) was more focused on internal elements, whereas the study by Matthew Abioro (2013) was mostly focused on extrinsic factors. However, this study encompassed both external and internal motivational factors. Researchers are keen to address the issue of employee motivation since, as we are all aware, the Sawla campus is currently witnessing a high frequency of staff attrition or emigration to other universities or campuses. Whether or not motivating factors are the reason behind such employees' departure from the school. Furthermore, the departure of highly qualified and experienced employees from organization result in a decline in organizational performance (researcher observation and information from staff members). Thus, this study's goal was to evaluate the impact of the workplace on organizational performance through a case study of Arba Minch University Sawla Campus [Sawla].

1.1. Fundamental Research Issues

1. Does the performance of an organization depend on the working environment?

1.1.1. Research Goals

1.1.2. Main Research Goal

This study's primary goal was to look into how the working environment affects organizational performance.

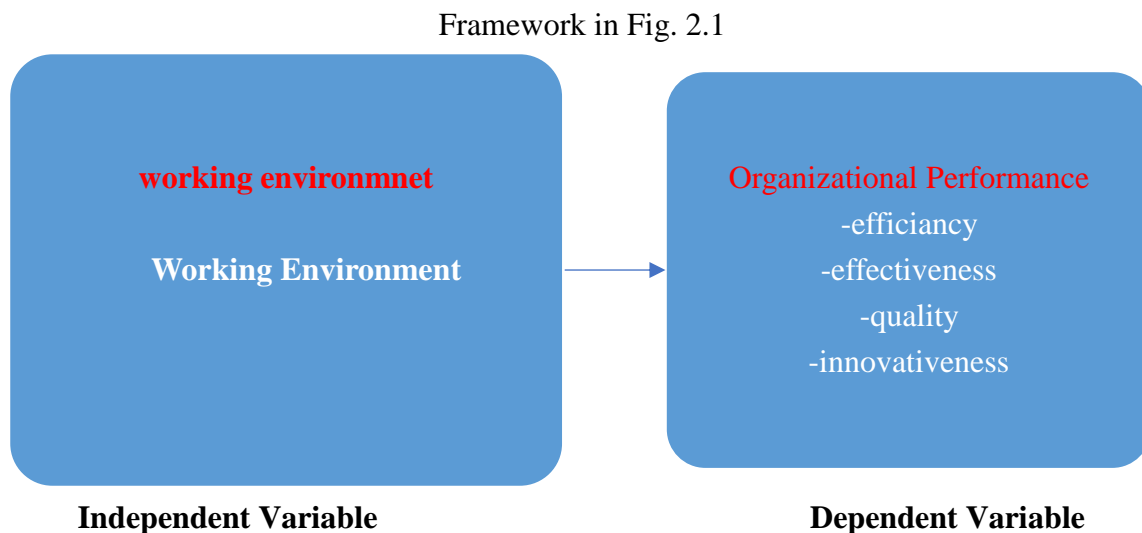
1.1.3. Specific Research Goal

To look into how the working environment affects the performance of the organization.

2. RELATED WORKS

The work environment plays a big role in performance issues because it influences how engaged employees are with their jobs. The work environment is anything that is around the workers who can influence themselves in carrying out the tasks entrusted (Nitisemito, 2009). According to Sedarmayati (2011), the work environment is the overall tools and materials faced, the surrounding environment in which a person works, his work methods, and his work arrangements both as individuals and as groups. Moreover, Hasibuan (2010) defined "work environment" as everything that is around the workers that can influence their drills in carrying out their assigned tasks. From some of the opinions mentioned above, it can be concluded that the work environment is an environment where employees can influence their doctors in carrying out their assigned tasks. In general, the work environment is divided into 2, namely: 1) the work environment/physical working environment; and 2) the working atmosphere/non-physical work environment (Non-Physical Working Environment).

2.1 A Diagram of the Conceptual Framework Can Be Found in Figure 2.1.



Source: - Own construction of Conceptual Framework on the selected variables, 2

3. STUDY METHODOLOGY

3.1. Design of the Study

Explanatory and descriptive research designs were employed for this investigation. Descriptive research aims to characterize the existing situation as much as possible. The effect of the workplace on AMU's organizational performance—specifically, the performance of the academic and administrative personnel on the Sawla campus—was subsequently investigated and assessed. Second, the study's research methodology was explanatory, with the goal of estimating the independent variable's integrated influence on organizational performance through variable correlation. Additionally, a cross-sectional methodology was used in the study, which means that all pertinent data was gathered in a single session. Because of the study's wide scope and temporal constraints, a cross-sectional study approach is advised. Furthermore, it makes sense to use data gathered from a representative sample of the population at a given period in numerous descriptive research. (Blackwell and Ruane, 2006)

3.2. Population of Interest

Cooper (2006) defined the population as the entire set of individuals or objects about whose information is needed. At the AMU Sawla Campus, there are currently 336 administrative employees, including foreign workers, and roughly 104 academic employees.

3.3 Design of Sampling

3.3.1 Frame of Sampling

For every research endeavor, a sample frame is an extensive list that only refers to each unit of analysis once (Welman, 2001). The Sawla Campus human resources department provided a list of the academic and administrative staff members' details.



3.3.2 Sampling Technique

Information from the respondents was gathered for the study using stratified simple random sampling. Because it reduces prejudice in interactions with the population, this strategy is favored. This method allowed the sampling frame to be divided into relatively homogeneous groupings (called strata) before sample items were chosen. This step raises the likelihood that the final sample will be representative of the stratified groups, according to Janet (2006:94). The administrative and academic staff make up the stratum.

3.3.3 Size of the Sample

Cooper and Schindler (2006) state that a smaller portion of the entire population makes up the sample size. To get trustworthy data and make population-related conclusions that would otherwise be impractical owing to significant study expenditures, the appropriate sample size must be selected.

(Mugenda; 2008) Ensure that the researcher takes appropriate care in selecting the sample and that the divisions involved in the analysis are taken into taking into account the sample's representativeness of the population. According to Catherine Dawson, determining the appropriate sample size for a study requires understanding the demographic and goals of the inquiry (2009:54). Generally, the sample size is determined by the population to be sampled; however, there are no strict rules.

Hussey (1997) states that while error limitations of less than 5% and confidence levels of more than 95% can be considered suitable, no survey can ever be declared error-free or offer 100% assurance. In light of this, an error margin of 0.5% would be expected at a 95% confidence level.

The right sample size will depend on the goals of the study and the type of population, claims Catherine Dawson (2009:54). The population to be sampled typically determines the sample size, though there are no hard and fast rules. As per Hussey (1997), surveys can be considered suitable if they have error limitations of less than 5% and confidence levels above 95%, but they can never be declared to be 100% definite or error-free. In light of this, the margin of error at the 95% confidence level would be 0.5%. As a result, 210 individuals—out of 440 in total—were chosen as the sample size, including administrative and academic personnel. The sample size for each stratum is displayed in the following table 3.1.

Table 3.1: stratum sample size

Staff	Stratum Population	Stratum Sample Size
		$nh = (Nh/N)*n$
Administrative staff	336	160
Academic staff	104	50
Total	440	210



Source: Personal table displaying each stratum's sample size as of 2022.

Based on table 3.1 above, the sample size for each stratum representation was calculated using the following formula:

$nh = (N_h/N) * n$, where n is the sample size of the overall population, nh is the population of the stratum h , and n is the sample size of the stratum h .

3.4. Data Collection Method and Sources

For their investigation, the researchers gathered data from both primary and secondary sources. The most effective tool for achieving the goal was the carefully designed, closed-ended questionnaire that was used to gather primary data from data collectors. The Sawla campus's administrative and academic staff provided responses to the questionnaire.

In order to make the study useful, secondary data were gathered from several study area guides and examined through websites, reports, and newsletters.

3.5. Analysis and Processing of Data

3.5.1 Processing of Data

Both an automated system and a manual were employed for the investigation. Data processing involved editing, coding, categorizing, and tabulating the collected data. Data reduction and data clean-up are the two phases of data processing. The raw data that had been gathered were altered during the data clean-up process in order to look for anomalies, errors, and omissions in the responses as well as to make sure that the questions are answered consistently and accurately. Allocating numerical or other symbols—which are used to classify responses into a limited number of classes or categories—was the second stage.

Following that, the procedures for classifying or combining massive amounts of unprocessed data according to shared traits were kept up to date. The entered data was divided into multiple groupings based on the grouping of data that shared comparable qualities. Pie charts and tabulation were ultimately used to summarize the raw data, which was then used to show the data for further study.

3.5.2 Data Analysis

The processed data is further modified using descriptive and inferential (statistical) analysis to find patterns and relationships within and/or between data sets. The data collected from primary sources was analyzed using SPSS version 21. Specifically, mean and standard deviation were employed as descriptive statistics, whereas correlation and regression were used as inferential statistics.

3.5.2.1 Descriptive Analysis

Descriptive analysis was performed by tabulating the data (putting it in a table format) and using measures of central tendency (mean and standard deviation) to condense the data into a summary format. Furthermore, the overall features of the respondents were described using tabulation.



3.5.2.2 Inferential Analysis

The purpose of the inquiry was to ascertain how multiple independent factors might explain the variance in a dependent variable and how the data might be utilized to infer, using the following inferential statistical procedures, according to Saharan (2000:401).

The Pearson Product Moment Correlation Coefficient

Inferences are important in management research, according to Phyllis and his colleagues (2007:18–55), because conclusions are usually taken from the data, leading to generalizations about the population being formed from the samples. They postulate that, when the correlations between the variables are continuous and linear, the Pearson Product Moment Correlation Coefficient is a commonly used statistical technique for computing an index of the relationships between two main variables. The Product Moment Correlation Coefficient was used to determine whether there is a statistically significant correlation between the dependent variable, organizational performance, and the independent factors, which include working environment, compensation, employee training, employee promotion, and employee recognition. According to Duncan C. and Dennis H. (2004:38–41), a correlation coefficient might range from -1 to +1. A score of +1 denotes perfect positive correlation, a value of -1 denotes perfect negative correlation, and a value of 0 correlations indicates no association. For the purposes of the study, Pearson moment correlation was therefore used to determine the relationship between the variables.

3.5.2.3. Linear Regression Analysis

Projecting or estimating a dependent variable's value based on the values of one or more independent variables is known as linear regression. Similar to correlations, statistical regression centers on the link or association between variables. Regression's main objective is prediction rather than correlations (Geoffrey M. et al., 2005:224-225). Multiple regressions were used in this investigation. The interrelationships between each variable are considered in multiple regression analysis. The correlations between the predictor scores are also taken into account by this method (John Adams, et al., 2007:198). They added multiple regression analysis to incorporate numerous variables against the criterion variable. This method was used to determine whether the independent factors could account for any of the variance observed in the dependent variable.

Regression Functions

The working environment and organizational performance, the dependent and independent variables, will normally form the basis of the equation of regressions for this research. This study employs regression analysis with the primary objective of enhancing the study's capacity to define, interpret, and predict the variables that have been mentioned.

Regress Organizational Performance on Working Environment

$$Y_i = \beta_0 + \beta_1 X_1 + \epsilon$$

$$Y_i = \beta_0 + \beta_1 (WE) + \epsilon$$

The working environment is denoted by WE, and the constant that would equal the mean if all slope coefficients were zero is the intercept term (β_0). The coefficients associated with the independent variable, β_1 , measure the change in the mean value of Y for each unit change in the relevant independent variables. As previously mentioned, this statistical technique uses



multiple regressions to regress organizational performance (the dependent variable) on the chosen linear combination of the independent variables.

Table 3.2 Cronbach’s Alpha value of Variables in the study (Reliability)

No	Variables	No. of Items	Cornbrash’s alpha
1	Working environment	8	.890
2	Organizational Performance	12	.875

Source: Own Survey, 2024

4. RESULTS AND DISCUSSION

4.1. Association between Working Environment and Organizational Performance

To determine whether there were any notable correlations between organizational performance and the working environment, the researcher used Multiple Linear Correlation Coefficient analysis. Consequently, the following conclusions are shown in the table.

Table 4.1 shows how the variables are correlated.

No	Variables	1	2
1	Working environment	1.000	.719**
2	organizational Performance	.736**	1.000

Source: Personal Survey Conducted in 2022

Observation N = 207

* At the 2-tailed 0.01 significance level, the correlation is significant. The correlation is significant at the two-tailed 0.05 level.

The results of the correlation study show that the working environment and performance have a very high positive link ($r=.736^{**}$, $P<0.01$).

4.2. Regression Analysis

Multiple regression analysis is the most popular and extensively used method for examining the relationship between one continuous dependent variable and numerous continuous on the categorical independent variable (George et al., 2003). This study used multiple regression analysis to examine the relationship between employee motivation and organizational performance.

The researcher used multiple linear regression analysis to determine the degree to which the working environment—an independent variable—influenced the dependent variable, organizational performance at AMU's Sawla campus.

Table 4.2: Regression Analysis Model Summary

Model Summary Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.897a	.805	.805	.32463

Source: Own Survey 2022



Predictors: (Constant), Working environment

Dependent Variable: Organizational Performance

R Square indicates how much of the variation in organizational performance can be explained by the model, as per the model summary table above. This basically serves as a barometer for how effectively the independent factors predict the success of the organization. The R Square value for this model is therefore 0.807. This suggests that 80.7% of the variance in organizational performance, the dependent variable, can be explained by the working environment and other independent variables; the remaining percentage can be attributed to other factors that are either held constant or excluded from the model.

Table 4.3. ANOVA Result of Regression Analysis

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	95.957	5	19.191	255.379	.000 ^b
	Residual	15.105	201	.075		
	Total	111.062	206			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Working environment						

Source: Own Survey, 2022

Table 4.2. above presents the results of linear multiple regressions where the dependent variable was organizational performance and the independent factors were the working environment and other variables. The predictor variable and organizational performance have a statistically significant association, according to the model. A model is deemed fit if its value is greater than 10, as the value of the link between the variables rises with the value of F. Thus, $F = 255.379$, $p < 0.001$. This highlights the significance of the model. The ANOVA findings showed that the 0.000 p-value was less than 0.05 and even less than 0.001. This implied that the model generated was significant at the 95% confidence level and that every employee motivation component examined in this study had a meaningful impact on organizational success. It can therefore be applied to forecasting and decision-making.

Table 4.3. Coefficients of Regression Analysis

Coefficients							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-.316	.115		-2.763	.006		
Working environment	.672	.042	.661	15.828	.000	.388	2.577
a. Dependent Variable: Organizational Performance							

Source: own survey, 2022



The value of β indicates which independent variable best predicts the dependent variable. Using β has the advantage of providing a consistent scale because β values are comparable, meaning that the greater the standardized regression coefficient value, the more the independent variable explains the dependent variable (Zikmund et al., 2010). A standard coefficient beta is used to determine which independent elements are the strongest predictor of organizational success. The Standardized Beta Coefficients quantify the contribution of each variable to the model. A high value indicates that a unit change in this predictor variable has a considerable effect on the criterion variable.

With $\beta = .611$, $p (0.01)$, the working environment has the greatest beta value compared to its rivals. Therefore, the working environment has the biggest impact on performance prediction. According to this, an improvement in one unit's working environment will result in a 0.611 unit increase in organizational performance.

The established regression model looked like this:

Y_i is equal to $\beta_0 + \beta_1 X_1 + \epsilon_i$, where $\zeta =$ working environment and $\beta_0 + \beta_1 (WE) + \epsilon =$.

Performance of the organization as adjusted is $-.316 + .611 (WE) + \epsilon_i$.

The results of this regression model indicate that an enhanced workplace would result in a 0.611-point increase in organizational performance.

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Summary of Major Findings

The majority of respondents indicated in medium or moderately agreed response when asked how the working environment at Sawla Campus influences organizational performance, according to the results of the descriptive statistical analysis. This indicates that there is room for improvement in the working environment going forward.

Organizational performance and the working environment have a strong and positive correlation ($r = .897^{**}$, $p < 0.01$), according to the correlation study.

The R Square value of 0.805 for the regression model indicates that 80.5% of the variation in organizational performance could be explained by the working environment. 255.379 was found to be the F value.

5.2. Conclusions

This study, conducted at the Sawla campus of AMU, set out to objectively examine the ways in which organizational performance is impacted by working circumstances. The association between the working environment and organizational performance was the specific focus of the study. Considering the objectives and results of the study, it is worthwhile to draw the following conclusions:

With the previously specified objectives in mind, descriptive and inferential statistics were employed to assess the questionnaire data. Consequently, when asked to rate the working environment, respondents indicated a medium level of agreement. The correlation study's results demonstrated a strong and favorable relationship between organizational performance and the workplace.



5.3. Recommendations

It is imperative to provide recommendations for additional and corrective measures that would enhance the organizational performance of AMU Sawla Campus. Such recommendations require a careful analysis of the relationship between organizational effectiveness and the workplace. In light of the findings and recommendations of the study, the following recommendations are made.

Since the study has demonstrated that employee motivation positively effects organizational performance through its beneficial influence on performance at the AMU Sawla campus, a work environment that fosters this motivation is necessary to improve organizational performance. In order to promote a spirit of teamwork among the workforce, it is proposed that AMU, Sawla campus, make the office building appealing and desired for workers by developing a pleasant working connection between workers and supervisors.

Appendixes

Appendix- A, Questionnaires; English Version Dear respondent,

This questionnaire is designed by:

1. Mr. Gedeno G (MBA) ----Principal investigator
2. Mr. Zelalem D. (MA) -----Coo-investigator- I
3. Mr. Zerihun A.(MA) .-----Coo-investigator-II

We work as faculty at AMU's Sawla Campus. We are now doing a study named "The impact of working environment on organizational performance." One of the respondents chosen to take part in this study is you. Please aid us in giving correct and comprehensive information to offer a representative finding on the current situation of employee motivation and its effect on the organizational performance. The questionnaire is anonymous, and participation is 100% voluntary. Lastly, we would want to reassure you that any information you provide to us will remain private and be utilized exclusively for research. The identities of those who respond will not be disclosed to third parties or publicized, and no specific response will be identified as such.

I appreciate your thoughtful collaboration and commitment in advance.

Address for correspondence: We would like to inform you that, should you have any questions, please do not hesitate to contact us. Our phone numbers are: +251925231642/ +251947306711/ +251941035570. We will be available at your convenience. With sincerity;

Gedeno G. PI

Zelalem D. CI-I Zerihun A. CI-II

General Instruction:

- ❖ No need of writing your name



Section 1: Demographic Characteristics of Respondents

1. Gender: Male Female
2. Age s: 20-29 30-39 40-49 50 & greater
3. Marital status: Single Married Divorced Widow
4. Educational level: Diploma Degree Masters PhD & above
5. Which staff you belongs to: Academic Administrative
6. work experience at Sawla Campus: Below 2 years 2-4 years 5-6 years

Section 2: Items pertaining to organizational performance and working environment indicators

A. Working environment		Very good	good	Moderate	bad	Worst
1	How would you describe your office building influence you to stay in the office and work comfortably?					
2	How would you describe your relationship with fellow workers?					
3	How would you describe your relationship with your supervisor?					
4	What is the level of feedback that you receive from your supervisor.					
5	How would you describe your job security in this organization?					
6	An attractive office has effect on employee performance.					
7	How would you describe the temperature of your offices to your performance?					
8	How would you describe the comfortableness of chairs and tables on your performance?					
You are requested to indicate your opinion on the extent to which you are agreed by the issues regarding the indicators of organizational performance by placing a tick (√) in the box corresponding to the columns; SA: strongly agree A: Agree N: neutral SD: Strongly dis agree DA: dis-agree						
B. Effectiveness		SA	A	N	DA	SDA
1	There is sufficient utilization of resource within the organization					
2	There is sufficient utilization of human resource within the organization.					
3	There is sufficient utilization of material resource within the organization					
C. Efficiency		SA	A	N	DA	SDA
1	There are predetermined goals within the					



	organization					
2	The organization is achieving predetermined goals on time within minimum cost					
3	As the individual member of the organization I, am interested to contribute towards the achievement of the organizational goals.					
D. Innovative		SA	A	N	DA	SDA
1	I have an interest of creating some think new					
2	The organization give high impasses for the employees to create some think new.					
3	The organization follows the holistic approach of innovation /product innovation, process innovation and organizational innovation together.					
Indicate the following statements concerning quality at AMU, Sawla Campus by placing a tick (√) in the box corresponding to the column, HM: highly motivating, M: motivating, N: neutral, DM; DE-motivating and HDM: highly DE-motivating						
E. Quality		HM	M	N	DM	HDM
1	How would describe the quality of your performance with respect to motivation as an employee					
2	How would you perceive the quality of service delivering by your organization					
3	How would you describe the overall productivity in terms of quality in your organization					

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