

Research Article

Do Local Cultural Wisdom and Leadership Matter for Improving Motivation and Performance?

Helmi Satria¹, Syafruddin Chan², M. Shabri Abd. Majid*²¹Master of Management, Faculty of Economics and Business, Universitas Syiah Kuala, Indonesia²Faculty of Economics and Business, Universitas Syiah Kuala, Indonesia**Article History**

Received: 08.01.2020

Accepted: 21.01.2020

Published: 27.01.2020

Journal homepage:<https://www.easpublisher.com/easjebm>**Quick Response Code**

Abstract: The purpose of this study is to explore the effect of local cultural wisdom and leadership management on work motivation and their impacts on employee performance at the Malahayati Shipping and Education Training Center (Balai Pendidikan dan Pelatihan Ilmu Pelayaran - BP2IP), Aceh province, Indonesia. All 148 instructors of the center were selected as the sample of the study, thus using the census technique. Using Structural Equation Modeling (SEM), the study found that local cultural wisdom has a significant and positive effect on work motivation, while leadership management has an insignificant effect on work motivation. Additionally, both local cultural wisdom and leadership management have a significant positive effect on instructors' performance, respectively. Finally, the work motivation was found to have a mediating effect on the influence of local cultural wisdom and leadership management on instructors' performance. Thus, if employee performance is the main focus to be improved, it should be done through improving employee motivation on the basis of fully utilizing the local cultural wisdom such as cooperative work (gotong royong), the accomplishment of assigned official tasks as part of Islamic religious duties (ibadat), and obedience to the leadership.

Keywords: Local cultural wisdom, Leadership management, Malahayati Shipping and Education Training Center

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INTRODUCTION

Similar to other training and educational centers worldwide, the Shipping and Education Training Center of Malahayati in Aceh province, Indonesia (*Balai Pendidikan dan Pelatihan Ilmu Pelayaran - BP2IP*) strives to produce graduates of international standards to meet the needs of domestic and international markets of sailors. The job description of the educational staff of the center has been qualified in accordance with the competency of instructors/lecturers. To improve the quality of education personnel, given the opportunity for educators (lecturers/instructors) for the training or specific training, whether conducted by the college itself, the transportation ministry agencies and other institutions aimed at gaining insight and competence in carrying out the duties of educators.

The educators should have a greater responsibility for improving the quality of education equipped with a certificate of adequate expertise,

considering a workload that has been allocated. The phenomenon that occurs in these institutions is related to the perceived performance of employees still unsatisfactory. Previous research found that low employee performance is caused by work motivation. In their research, Dhermawan *et al.* (2012) found a significant influence of work motivation on employee performance. Motivation is the enthusiasm and persistence of a person in carrying out a task or obligation he entails. The performance itself is a future-oriented matter, adjusted specifically based on the specific conditions of each organization and is based on a causal model that links between input and output. The lack of work motivation causes the desire of employees to accomplish their work on time to be reduced which will have an impact on employee productivity and performance itself.

Previous research also proved that low employee motivation is caused by poor organizational culture (Hermina *et al.*, 2011). Organizational culture

is a system of shared meanings by members that distinguishes an organization from other organizations. This system of shared meanings is a set of key characteristics that are upheld by organizations. However, in practice which system is perceived together according to the values of goodness in the organization is always infiltrated with local wisdom or known as local wisdom, including organizations such as the Shipping and Education Training Center of Malahayati in Aceh province, Indonesia that grow and develop together with local communities in the Aceh province, Indonesia.

Local wisdom is conceptualized as local culture, local knowledge or local indigenous. The local wisdom is a practice that is very useful for cadets because they can utilize the work of local wisdom for the purpose of their various scientific activities, such as learning needs, research, and preservation facilities to the next generation (Fajarini, 2014). The treasury of local culture or regional culture is one of the national identities. As a local cultural identity that is a national cultural heritage, it must be preserved and promoted. The cultural heritage is a document that provides information about the identity of an ethnic or ethnic group in certain locales.

Previous studies also identified another cause of low employee motivation is the leadership management carried out by the leaders in this institution. Leadership management is defined as the ability of a leader in an organization to carry out their duties, focus, and function as leadership in an organization including leadership in the Shipping and Education Training Center of Malahayati in Aceh province, Indonesia. The relationship between these two variables has been investigated by Koesmono (2007) and found a significant effect of leadership management and task demands on organizational commitment with motivating variables of nurses in private hospitals in Surabaya city, Indonesia. Leadership management itself can be interpreted as an activity to influence people who are directed towards meeting organizational goals.

Based on the above background, this study intends to empirically explore the effect of local cultural wisdom and leadership management on work motivation and instructors' performance at the Shipping and Education Training Center of Malahayati in Aceh province, Indonesia. It also attempts to investigate the mediating effect of work motivation on the influence of local cultural wisdom and leadership management on instructors' performance at the center.

The findings of this study are hoped to be beneficial for the private university management to be used as a reference to enhance the performance of academic staff through the improvement of leadership

management and full utilization of local cultural wisdom.

The next sections of this study are structured as follows. Section 3 provides the research method and data, followed by the discussion of the findings in Section 4. Finally, Section 5 concludes the study.

LITERATURE REVIEW

Employee performance

According to Ruky (2002), performance is a result of individual efforts that achieved by their abilities and act in certain situations. Performance is the result of the relationship between effort, ability and perception tasks.

Meanwhile, Schechner (2003). defines performance as the degree of completion of task performance that accompanies a person's job. It reflects how well a person meets the demand for jobs. He claimed that to measure the performance, it can be done by taking into account factors such as achievements: 1). Work quality - skill, accuracy, and neatness; 2). The quantity of labor - the breadth of the task, and the speed of completing tasks; 3). Toughness follows orders - safety, initiative, punctuality, and attendance; and 4). Attitude – change and cooperation.

However, there is no general and comprehensive theory of employee performance. It can be traced back to the behavior of people at work. Employees, in this case, the instructors or academic staff work in a certain way and each contributes to the materialization of the organization's vision. Employee behavior concerning organizational performance can manifest itself in three different ways, namely: the action, process or the way he does his job, the execution of tasks assigned to him and expectations of achievement of the work that he has done (Mangkunegara, 2006).

Work motivation

Pinder (2014) defines the notion of motivation as a force of change in the self or one's personal characterized by the effective encouragement and reactions to achieve objectives. Motivation is something that drives someone to do something that, basically, stimulated by a wide variety of needs or desires to be fulfilled. It is an ability that we use when outlining the forces that work against or within the individual to initiate and direct behavior.

Employee motivation is one of the important factors affecting employee performance. Enhancing employee's working motivation is done to encourage the employee to make the greatest contribution to the success of the organization and expectations of needs. There have been two main motivational theories that are

often used by employers, namely: extrinsic motivation and intrinsic motivation (Hellriegel and Slocum, 2011).

Motivation is the desire of someone to do something due to encouragement from themselves and outdoor the worker (Burke, 2007). It is miles a mental function of worker activities to contribute to the form of an employee's level of dedication including the elements that purpose, channel and preserve employee behavior within the course of positive willpower to attain the preference (Shahzadi *et al.*, 2014). It is miles as a using force for the worker to contribute to the success of the agency. It is clear that running motivation can offer electricity that drives all current capability, creates high and noble desires, and increases togetherness. Human beings are prompted to satisfy some of the inherent desires of every individual to survive and stay better. Those wishes consist of physical needs, security needs, social needs, reputation needs, and self-actualization needs

Leadership management

Koesmono (2007), argued about the definition of leadership management is the art and science of planning, organizing, drafting employee, giving orders and supervision of human and resources to achieve a predetermined goal. Rowley and Jackson (2012) defines leadership management as a process that differentiates the planning, organizing, implementation and supervision work by making use of both science and art to accomplish the goals set in the previous time.

Thus, leadership management is the ability of leaders in directing subordinates to be able to move in the same direction to achieve organizational goals. The people involved have their own responsibilities, work according to their assigned tasks and functions together with real intentions and coordinate all resources through the planning process, namely: the development of a futures program, targets to be achieved, organizing all members, mobilizing all resources in their fields and comprehensive supervision on an effective and efficient basis to achieve predetermined goals.

Local cultural wisdom

Local culture is a distinctive culture found in certain areas of tribal life in the homeland. Many features that are typical of a certain area, and these characteristics vary from one tribe to another tribe, for example, marriage, birth, growth process from childhood to adulthood, and even death. Additionally, kinship, forms of home, farming activities, processing of agricultural produce, as well as various matters relating to the system of values prevailing in society against the background of different cultures (Fajarini, 2014).

Local cultural knowledge is a known understanding of the culture that developed in the regions and belongs to the ethnic groups in the

Indonesian archipelago. Local culture lives and develops in each region or ethnic group throughout Indonesia. The development of local culture today can be seen as an expression of the new nationalism of local people. In Indonesia's multicultural society, local communities are people from an area in the Republic of Indonesia. They have the right to express themselves by functioning and promoting their own culture. As well as preserving and passing down their local culture to the next generation.

The above delineation shows that almost all humans in this world are always bound to the customs prevailing in the society. Customary habits govern human life. Human life itself is divided into certain levels, these stages of human life last throughout human life from birth to death. The stages of life, for example, the time of the birth of a baby, the weaning period, childhood, adolescence, puberty, marriage, pregnancy, old age, and death.

Based on the above description, this study proposes the following hypotheses to be tested using the SEM analysis: (1) Local cultural wisdom affects work motivation; (2). Leadership management affects work motivation; (3) Local cultural wisdom affects employee performance; (4) Leadership management effect employee performance; (5). Work motivation affects employee performance; (6). Local cultural wisdom affects employee performance through work motivation; and (7). Leadership management affects employee performance through work motivation.

RESEARCH METHODS

This study will present a theoretical and empirical study related to local cultural wisdom, leadership management, work motivation and employee performance in the Malahayati Shipping and Education Training Center, Aceh province, Indonesia. The population of this study is all employees of the Education and Training Center for Science Shipping (BP2IP) Malahayati Aceh totaling 148 people composed of civil servants, non-civil servants, and the part-time instructor. Because the population is relatively small, the study took all populations as a sample, thus it used census sampling technique.

To measure the interrelationships between variables, the Structural Equation Modeling (SEM) is used. The criteria that need to be considered to make the SEM path analysis model are: (1) recursive forms; (2) the nature of the relationship in the same direction; (3) additives, linear and causal, (4) the distribution is good and right; (5) apart from multicollinearity; and (6) overall variables can be measured, at least at intervals. The advantages of the use of SEM applications in this study are due to the high accuracy and speed of the results obtained from indicators and data analysis commonly used by an organization structure and able

to confirm values theoretically between variables (Hair *et al.*, 2012).

To analyze the data, the following SEM path analysis equations are estimated:

$$\text{Work Motivation} = p_{11}\text{Local Cultural Wisdom} + p_{12}\text{Leadership management} + \varepsilon_1 \quad (1)$$

$$\text{Staff Performance} = p_{21}\text{Local Cultural Wisdom} + p_{22}\text{Leadership management} + p_{23}\text{Work Motivation} + \varepsilon_2 \quad (2)$$

where p_{ii} are the estimated coefficients of path analysis for each variable, and ε_i are the path error terms.

RESULTS AND DISCUSSION

Before the study estimate the proposed model based on the SEM estimation, the study estimate first the measurement of reliability test. Table 1 reports the findings of the loading factor for indicators of each investigated variable in the study.

Table 1: Loading Factor Measurement Model

No.	Indicator		Variables	Estimate
1	X ₁₂	<---	Local cultural wisdom	0.596
2	X ₁₃	<---	Local cultural wisdom	0.542
3	X ₁₄	<---	Local cultural wisdom	0.530
4	X ₂₁	<---	Leadership	0.483
5	X ₂₂	<---	Leadership	0.551
7	X ₂₃	<---	Leadership	0.552
8	X ₂₄	<---	Leadership	0.458
9	X ₂₅	<---	Leadership	0.519
10	X ₂₆	<---	Leadership	0.748
11	Y ₂	<---	Work motivation	0.649
12	Y ₃	<---	Work motivation	0.649
13	X ₂₅	<---	Work motivation	0.638
14	X ₂₆	<---	Work motivation	0.638
15	Z ₁	<---	Employee performance	0.827
16	Z ₅	<---	Employee performance	0.490
17	X ₁₆	<---	Local cultural wisdom	0.504
18	X ₁₁	<---	Local cultural wisdom	0.592
19	Y ₅	<---	Work motivation	0.708
20	Y ₁	<---	Work motivation	0.606

As illustrated in Table 1, some indicators of measurement of the variables have values below the loading factor of 0.50, i.e., indicator 2 (X₂₁) and indicator 4 (X₂₄) of the leadership variables and indicator 5 (Z₅) of the employee performance variable. These indicators were dropped from measuring the variables as they were unreliable. Only indicators with estimated loading factors of value greater than 0.50

were maintained and used to measure the investigated variables.

Before the research estimates the suggested SEM equations to investigate the interrelationships between factors, to ensure the appropriateness of the estimated model, the study conducted the goodness of fit of the estimated SEM. Table 2 reports the finding of the goodness of fit indices.

Table 2: Findings of the Goodness of Fit Indices

The Goodness of Fit Index	Cut-off Value	Finding	Remark
X ² Chi-Square	Expected to be small	161,979	Good fit
CMIN/DF	<2	1.433	Good fit
GFI	≥ 0.90	0.888	Good fit
AGFI	≥ 0.90	0.848	Best fit
CFI	≥ 0.90	0.931	Best fit
PNFI	0 – 1	0 – 1	Best fit
RMSEA	<0.08	0.054	Good fit

As observed from the table, the study found than all the goodness of fit indices comprising X²-Chi-Square Statistics, Root Mean Square Error of Approximation (RMSEA), Goodness of Fit Index (GFI), Augmented Goodness of Fit Index (AGFI), and Comparative Fit Index (CFI) were fit. The estimated value of the goodness of fit indices was above the cut-off value, indicating that the overall estimated SEM models better fit to provide the answer for the objectives of the study. Of seven goodness of fit indices estimated, four of them were found to be a good fit, while the rest three indices were found to be the best fit. These findings indicate that our estimated model was good fit enough to measure the interactions among variables and provide answers for the study's objectives.

After ensuring the fitness of our estimated model, the findings of the effect of local cultural wisdom and leadership management on work motivation and their impacts on employee performance at the Malahayati Shipping and Education Training Center (*Balai Pendidikan dan Pelatihan Ilmu Pelayaran - BP2IP*), Aceh province, Indonesia are now reported.

Direct effects of local cultural wisdom and leadership management on work motivation and employee performance

Table 3: Findings of Estimated SEM – Direct and Indirect Effects

Hypothesis No.	Critical Ratio	P-value	Remark
1 Local cultural wisdom affects work motivation	2.568	0.000	H ₁ Not Rejected
2 Leadership management affects work motivation	0.133	0.894	H ₂ Rejected
3 Local cultural wisdom affects employee performance	5.419	0.000	H ₃ Not Rejected
4 Leadership management effect employee performance	5.418	0.000	H ₄ Not Rejected
5 Work motivation affects employee performance	10.696	0.000	H ₅ Not Rejected
6 Local cultural wisdom affects employee performance through work motivation	0.153	0.012	H ₆ Not Rejected (Partial Mediation)
7 Leadership management affects employee performance through work motivation	-	-	H ₆ Not Relevant

Furthermore, both local cultural wisdom and leadership management have a significant positive effect on instructors' performance, respectively. These findings further showed the importance of local cultural wisdom to improve not only the work motivation, but it also the instructors' performance. The local cultural wisdom that has been practice form a generation to another generation, its positive values and norms have been very supportive of the professional jobs' accomplishment. These findings also showed that the leadership of the center tends to target for improving performance by neglecting the work motivation.

Our findings are in line with the previous studies such as Hermina *et al.* (2011) and Fajarini (2014), Mariadi *et al.* (2015), Kurniawan *et al.* (2018), Fachreza *et al.* (2018), Marlina *et al.* (2018), Sativa *et al.* (2018), Rukayah (2019) who found culture affected

Table 3 illustrates the findings of the estimated SEM, portraying a direct effect of local cultural wisdom and leadership management on work motivation and employee performance and an indirect effect of local cultural wisdom and leadership management on employee performance via work motivation.

As observed from the table, the study found that only local cultural wisdom has a significant effect on work motivation at the 1% level of significance, while leadership management has an insignificant effect on work motivation. Specifically, as the local cultural wisdom gets improved, the work motivation would be increased. These findings provide evidences that if the Malahayati Shipping and Education Training Center (*Balai Pendidikan dan Pelatihan Ilmu Pelayaran - BP2IP*), Aceh province, Indonesia could fully utilize the local cultural wisdom such as cooperative work (*gotong royong*), accomplishment of assigned official tasks as part of religious duties (*ibadat*), and obedience to the leadership, it could easily motivate instructors/lecturers to work as hardest possible for the benefits of the center. Our findings also provide evidence that leadership management played an insignificant role in improving the work motivation of their academic staff.

motivation and employment performance, respectively. The significant effect of culture on performance found in our study is in harmony with the study by Rozanna *et al.* (2019). The significant effect of leadership on performance as recorded in our study is supported by the previous studies of Koesmono (2007), Majid *et al.* (2016), and Hanafi *et al.* (2019). In his study, leadership management was found to have a significant effect on performance.

An indirect effect of local cultural wisdom and leadership management on employee performance via work motivation

As reported in Table 3, work motivation was found to have a mediating effect on the influence of local cultural wisdom and leadership management on instructors' performance. However, work motivation played no mediating effect on the influence of

leadership management on instructors' performance, as the study found an insignificant effect between leadership management and work motivation. These findings showed the important role of local cultural wisdom for enhancing work motivation and in turn, the performance of the academic staff at These findings provide evidence that if the Malahayati Shipping and Education Training Center (*Balai Pendidikan dan Pelatihan Ilmu Pelayaran - BP2IP*), Aceh province, Indonesia.

Since the local cultural wisdom has a direct significant effect on the instructors' performance and a significant indirect effect of local cultural wisdom on instructors' performance through the work motivation, thus the variable of work motivation is function as the partial mediating variable. This indicates that an effort to improve instructors' performance could be done directly by enhancing the implementation of local cultural wisdom within the center or indirectly through the improvement of work motivation.

Thus, if employee performance is the main focus to be improved, it should be done through improving employee motivation on the basis of fully utilizing the local cultural wisdom such as cooperative work (*gotong royong*), the accomplishment of assigned official tasks as part of religious duties (*ibadat*), and obedience to the leadership.

CONCLUSION

The purpose of this study is to explore the effect of local cultural wisdom and leadership management on work motivation and their impacts on employee performance at the Malahayati Shipping and Education Training Center (*Balai Pendidikan dan Pelatihan Ilmu Pelayaran - BP2IP*), Aceh province, Indonesia. All 148 instructors of the center were selected as the sample of the study, thus using the census technique.

Using Structural Equation Modeling (SEM), the study found that local cultural wisdom has a significant and positive effect on work motivation, while leadership management has an insignificant effect on work motivation. Additionally, both local cultural wisdom and leadership management have a significant positive effect on instructors' performance, respectively. Finally, the work motivation was found to have a mediating effect on the influence of local cultural wisdom and leadership management on instructors' performance.

Thus, if employee performance is the main focus to be improved, it should be done through improving employee motivation on the basis of fully utilizing the local cultural wisdom such as cooperative work (*gotong royong*), the accomplishment of assigned official tasks as part of Islamic religious duties (*ibadat*), and obedience to the leadership.

Further studies on this topic could provide better and comprehensive empirical findings by considering more variables into the model of estimation. These factors could cover both internal and external factors affecting work motivation as well as employee performances. Additionally, covering more public organization into the analysis would also enrich the existing empirical evidence on influences of local cultural wisdom and leadership management on employee performance, mediated by the work motivation. Finally, comparing the private and public organizations would also enrich the existing empirical findings on the researched issue.

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