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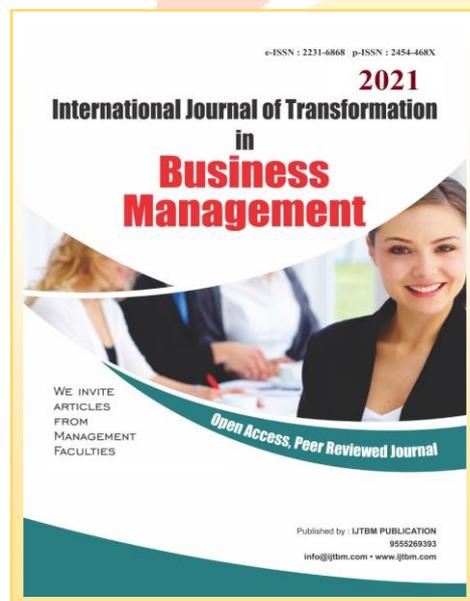
THE ROLE OF MOTIVATION IN IMPROVING THE  
PERFORMANCE OF THE NATIONAL SECURITY  
APPARATUS: FIELD RESEARCH

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## ABSTRACT

The research aims to know the role that motivation plays in improving the organizational performance of the employees of the National Security Service. The research problem was how to use motivation for the purpose of influencing organizational performance. The research relied on main hypotheses for the purpose of testing the correlation and effect between motivation and organizational performance, while the research sample included (97) Affiliate in various positions in the National Security Service, where the questionnaire was relied on as a main tool for data collection and analysis using the (SPSS) program for data analysis and processing. Dimensions (Efficiency and Effectiveness)

## INTRODUCTION

Motivation plays an essential role in human life, especially in the process, as it shows the extent of his ability to achieve success in personal and practical life. Motivation is one of the topics that do not age, but it needs to be constantly updated as a result of changing conditions and factors related to work and workers, so the motivation system is one of the systems The mission that most organizations adopt because of its impact on the behavior and behavior of employees, because of the material and moral support workers receive from their administrations, as well as praise and praise for distinguished workers, and this increases their enthusiasm and motivation to work and achieve better performance, and this is what the National Security Agency seeks to improve performance and achieving its goals.

## METHODOLOGY

### Research Problem

Incentives are one of the important elements in activating the performance provided by employees in organizations because they are the main basis for improving the performance of employees and thus lead to improving the performance of the organization as a whole, and the current research presents the problem of motivation and its role in improving organizational performance, as motivation occupies great importance in the field of Drawing the organization's strategies for the purpose of improving its performance, as the organization's access to high performance requires its management to search for multiple methods to motivate employees towards improving the performance of the organization in general. Thus, the problem lies in explaining the role of incentives in

improving organizational performance. The research problem is to answer the following questions:

1. To what extent does the device management adopt the stimulus system?
2. How can the incentive system improve performance in the national security apparatus?
3. What is the nature of the relationship between motivation and improvement of organizational performance?

### **The Importance of Research**

Motivation contributes in one way or another to the emergence of the latent capabilities of employees towards developing their performance, which in turn leads to improving the performance of the device. Motivation and its role in achieving efficient performance in the organization in question and achieving its desired goals.

### **Research Objectives**

In light of the research problem and its importance, the research goal is mainly focused on diagnosing and determining ((the

role of motivation in improving organizational performance)), as well as achieving the following objectives:

1. Identifying the differences in the respondents' answers about motivation and its role in improving organizational performance.
2. Identifying the nature of the relationship between theoretical research and field reality in the research organization
3. Determine the extent to which the leaders of the national security services are aware of the need to adopt motivation as an administrative approach that enables them to develop the performance of employees.

### **Research Model**

Through Figure (1), the hypothesis model for research can be built by addressing the relationship between motivation and organizational performance

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Figure (1) The hypothesis of the research

**The source is prepared by the student**

**Hypotheses**

The research relied on two hypotheses represented by

1. There is a significant correlation between motivation and organizational performance with its dimensions (efficiency, effectiveness).
2. There is a significant effect relationship between motivation and organizational performance with its dimensions (efficiency, effectiveness).

**THEORETICAL FRAMEWORK FOR RESEARCH**

**Stimulation**

The subject of motivation is one of the important topics that receives great attention

from researchers, and the reason for this is that incentives are one of the most important variables for job satisfaction and motivation because of their positive effects on the efficiency of employees and administrative activity.

**Concept of Motivation**

Researchers have differed in describing the concept of motivation, as many definitions of motivation have emerged, but it is important to focus on those related to the workplace. An accurate understanding of motivation will help managers determine the actions that must be taken to encourage their employees and move their motivation toward action. (Webster's dictionary) defines motivation as,

something that makes a person act, so motivation can be defined as the act of providing the stimulus that causes a person to act. In other words, according to (Nancy Shanks), "A stimulus makes someone act and another cannot make someone excited." It is a person's discretion to decide whether or not to motivate. Motivating a person, such as attitudes toward a particular job (Burton, 2012: 6), There is a strong argument that the most important role is to help employees improve their performance, and then improve the performance of the organization. Employees need a combination of will to improve and encouragement (motivation) to acquire job-related knowledge, skills, and attitudes by first looking at the way people learn, followed by Examine a selection of training and development techniques. Finally, we will look at government initiatives that aim to assist in the learning process and improve employee performance, all through the development of an integrated system of motivation (Stredwick, 2005:319) Performance as a measurable behavior is relevant to organizational goals. Performance is multidimensional and dynamic in nature, and there are three main perspectives for motivation in improving performance, which are the perspective of individual differences, the perspective of the situation, and the perspective of performance organization. Each is associated with specific interventions to improve performance, so there is a need to

integrate the three different perspectives on performance, in particular it seems that linking individual differences and a situational perspective to a performance relationship perspective is essential. Such integration is necessary to understand why specific individual characteristics and situational factors improve performance (Sonnentag & Frese, 2005: 18)

### *Definition of Motivation*

Motivation refers to the power of motivation and influence that makes workers behave in a certain way. Motivation plays an important role in improving the level of job satisfaction for employees, and thus helps in improving the productivity of workers (Ajalie, 2017, 1)). It is also known as a limited phenomenon and not all people need as much. Not only do they need different types of stimulation, they also need different types of stimulation. Therefore, it can vary not only in terms of the level of stimulus (amount) but also in the direction of stimulus (type of stimulus) (Filimonov, 2017:8). Motivation is defined as stimulating and directing humans to perform a specific behavior (Zhang et al, 2020:4) and it is also known as Motivate individuals to engage in behaviors if they perceive that those behaviors are likely to lead to outcomes by which they are evaluated. Denisi & Griffin, 2001:356))

The researcher believes that motivation plays an important role in improving the

performance of organizations because it represents an element of strategic intelligence that focuses on motivating and motivating individuals to work efficiently and effectively.

### ***Stimulation Process Requirements***

In order for the process of motivating employees to be successful, organizations need:(Cecilia, 2006:121)

1. Clear administrative methods related to the possibility of providing all the elements that affect the performance of employees, and enable individuals to master their work and achieve the most appropriate performance.
2. Clarify the individual's work needs and motives, that is, they must specify why they do and what motivates them. They are working to gain wealth, or for growth.
3. It should specify a list of the incentives that will be used and the possibility of achieving them.
4. Clarify the organization's point of view towards work incentives, that is, its view of what can motivate employees to be loyal to it and to perform the work required of them.
5. The need for clear classifications to be adopted by managers in motivating employees.

In order to ensure that all employees meet these requirements, and to motivate the managers for the employees, it varies from one employee to another. Therefore, the

organization needs a lot of big work and a number of systems in the process of motivation

### **Organizational Performance**

#### ***Defining Organizational Performance***

Performance in general is one of the important topics that researchers are interested in, and it represents the important factors that affect organizations, and it is also an important indicator that reflects the organization's ability and degree of success in investing its available resources.

According to Profiroiu ), the definition of performance in the public sector includes “the existence of a relationship between objectives, means and results so that performance is the result of the practice of balancing efficiency and effectiveness” (IULIANA & MARIA, 2006:181) As for Hauber (2002), organizational performance is defined as Contribution of specific systems (organizational units of different sizes, personnel, and processes) to achieving and validating the organization's goals (Ghalem et al, 2017: 13) and also defined as the organization's actual outputs or results that have been identified against the required outputs (or goals and objectives) (Khan et al. al,2018: 3)

### *The Importance of Organizational Performance*

The difference is due to the multiplicity and diversity of the goals and trends of researchers in their research for the importance of performance, because most researchers express performance as a measure of success that organizations want to achieve their goals.

(Alhadid & Abu-Rumman, 2014: 52)  
)Khalique, et al.,2011:254 ( (Rahim &Malik, 2010:190)

1. Determining the current location of the organization and how far it is from the desired ends, or how close it is to it, to correct the deviations in the organizations, raise the performance levels of the employees and design the organizational structure so that it is efficient and effective
2. Measuring the organizations' ability to grow, sustain and stay for a longer period.
3. It is considered a tool for measuring and evaluating the level of success of organizations, whether in terms of access to knowledge or in terms of value creation for stakeholders.
4. Informing the management of the employees' performance level and their awareness of their attitudes and beliefs at work.
5. It ensures the optimal use of resources at the lowest costs to achieve better results.

6. Provides management with the information they need through a comprehensive evaluation of the organization's work.

7. It includes a set of intangible resources represented by (intellectual capital) such as competencies, capabilities and skills that support performance and make the organization highly valued.

8. Giving a sure picture regarding the suitability of the organizations' strategic plans to the environmental changes surrounding the organization and its goals.

### *Stages of Measuring Organizational Performance*

There are four stages of performance measurement (SPITZER, 2007: 156)

1. Predictive measurement, when you define, develop and/or refine your measurement theory for a situation
2. The baseline scale defines the current (or starting) value of a given scale (before action is taken).
3. An in-process measurement adoption occurs during the implementation of the change (“what happens as a result of the change”).
4. Retrospective measurement is a post-fact measurement at the end of a predetermined period, so that you can determine 'what happened

### *Performance Management*

Performance management is a relatively new management concept that can trace its roots back to Anglo-Saxon management. This concept did not really emerge as a stand-alone concept until the 1980s. In simple terms, performance management is a process that enables employees to perform their roles to the best of their abilities with the aim of achieving specific goals and standards directly related to the organization's goals (Collings et al, 2019: 263)

Performance management can be viewed as an umbrella term that includes all the ways in which the organization and those who control the internal activities coordinate and direct actions in order to achieve the goals of the organization. Armstrong and Barron (1998) see performance management as an ongoing process that focuses on the future rather than the past. It emphasizes the strategic and integrated nature of performance management, which aims to "increase the effectiveness of organizations by improving the performance of the people who work in them and developing the capabilities of individual work teams." for individuals and work teams to achieve high levels of organizational performance" (see Figure 10). (Beardwell & Thompson, 2017: 430)

Performance management is moving away from a single focus on local measurement to

adopting more strategic, systematic, integrated and focused organizational-level approaches to the overall management of business activities, or the Total Performance System (TPS). Much of the early work in performance management dates back to the late 1980s, with commentators such as and Kaplan Johnson (1978), Lynch and Cross (1991), Eccles (1991), Kaplan and Norton (1992), Thorpe (2004) have prepared this concept since then there have been a large number of writers, each taking their own approach and precise on the subject (Aveiro, 2018: 201).

All of the performance management practices described here are part of what we refer to as the Four Pillars of Effective Performance Management. It is emphasized when working with organizations to review the effectiveness of current performance management practices, redesign their processes and implement improvements. The four pillars are: [www.stratusconsulting.co.nz](http://www.stratusconsulting.co.nz)

1. Common understanding: a statement of the organization's goals and priorities through communication and understanding of the work plan and if that is closely related to the work unit or team plan.

2. Clear expectations: about what is expected of us through the performance plans of the organization, the role that individuals play, through job descriptions and responsibilities in them, what employees are good at and

what they need to improve through feedback and training.

3. Commitment: towards our work and towards the company based on meaningful experience in management through regular training, feedback and focus on growth and development.

4. Competencies, which define the behaviors we need to demonstrate to be successful in our roles, are built through feedback and learning.

The final theoretical perspective that emerges strongly in relation to performance management and evaluation is the organizational justice perspective. In recent years, there has been an influx of papers that reinforce this, the three aspects of organizational justice can be clearly linked to performance management (TORRINGTON&TAYLOR,2014:198)

1. Procedural fairness: relates to the extent to which procedures are considered fair and what performance management procedures are required to be transparent and robust

2. Distributive justice: It relates to crystallized equity in the allocation of results.

This is important when performance management is linked to pay and is also relevant in terms of training, promotion, and other similar outcomes of a performance management system.

3. Interactive justice: This relates to the quality required to be available between people and also relates to performance appraisal and also to other interactions such as training and feedback

The purpose of performance management is to provide the means by which better results can be obtained from the organization, teams and individuals by understanding and managing performance within an agreed framework of objectives, standards and planned competency requirements. It involves developing processes to create a common understanding of what needs to be achieved, and an approach to managing and developing people in a way that increases the likelihood of achieving this in the short and long term. It is owned and operated by the line management. (Armstrong, 2006: 143) and Figure No. (2) represents the performance cycle



**Figure (2) Performance Cycle**

Source: Beardwell, Julie & Thompson, Amanda(2017), HUMAN RESOURCE MANAGEMENT, Eighth edition,, Library of Congress Cataloging in Publication, British

***Effectiveness***

It is the ability of the organization to employ the surrounding environmental opportunities to obtain rare and valuable resources to perform them (Jones, 2003:17). The organization through which its goals (Daft, 2010:19)

***Dimensions of Organizational Effectiveness***

There are some main dimensions of effectiveness that can be used to judge the effectiveness of organizations, and they are the basis of their performance measure. In some organizations, an agreement can be reached about what determines high levels of organizational effectiveness. Through its

dimensions, it provides a clear vision of the ways in which organizations work and their conformity with requirements. Environmental protection, the most prominent of which is (Eydi, 2015:462).

- It is a measure of the basic indicators that determine the economic growth, social development and cultural transformation of the organization in general.
- Determines the level of organizations achieving or moving away from their goals set in the plan, in addition to knowing the weaknesses in their systems, knowing the reasons and working to avoid them in order to reach an appropriate solution for them.

- Indicating the lack of information related to the implementation of specific programs for the purpose of reaching the set goals, or identifying the unrealism of achieving them.

### *Efficiency*

Efficiency is defined as doing things right to get the highest outputs with the least inputs (williams, 2008: 16), and it is also known as the comparison between inputs and outputs or between cost and return, that is, the higher the return, the more effective the activity (Florina, 2017: 314). It also expresses the amount of output compared to the input (Robbins & Decenzo, 2004:6).

(Florina, 2017: 314-315) has explained different forms of competency as follows:-

1. Productive efficiency: “Producing goods and services at the lowest cost” can be found by identifying the production possibilities concerned to obtain a greater quantity of a good in exchange for reducing another quantity.
2. Technical competence: the use of a group of production factors to manufacture outputs.
3. Technical efficiency: is the allocative efficiency that shows the relationship between the optimal set of inputs, taking into account the costs and benefits achieved.
4. Allocative Efficiency: It consists of the ratio of costs / benefits and occurs at an

optimal distribution of goods and services, with the most efficient distribution of resources, in relation to consumer preferences.

### *Dimensions of Efficiency*

(Stajkovic & Luthan) identified three dimensions of efficiency, which are represented in the following (Sameer, 2018: 82)

1. Scale of competency expectations: which refer to the degree of difficulty of the task.
2. The strength of competency expectations, or how confident employees are in performing a specific task. And highly qualified workers are able to find and seize opportunities even when there are few or many constraints to obtaining them.
3. General: It indicates the presence of random or ineffective competence to perform the task.

Figure (3) illustrates the concept of effectiveness and efficiency and the difference between them

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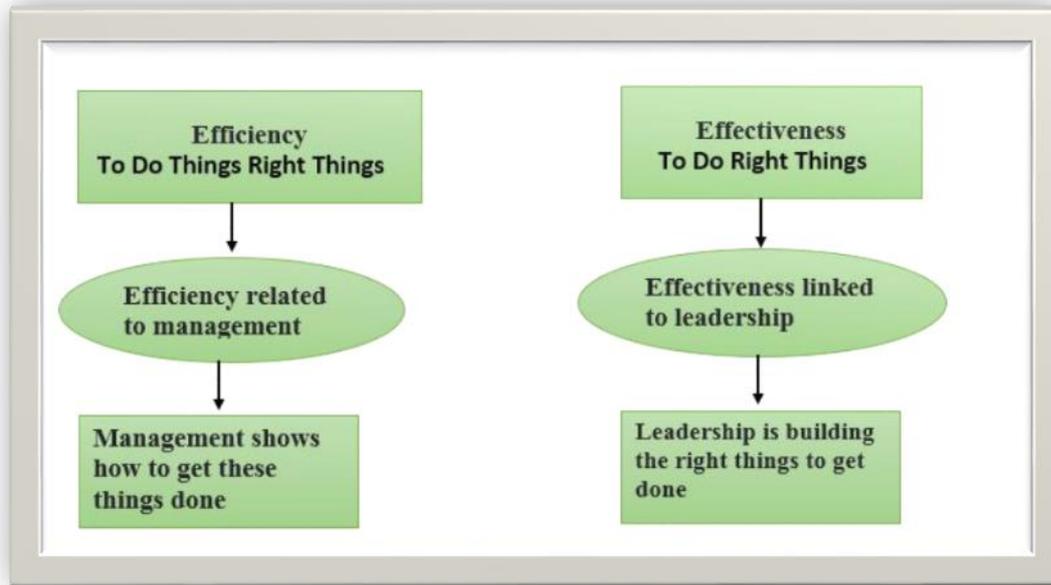


Figure (3) shows the concept of efficiency and effectiveness

Source [www.mawdoo3.com](http://www.mawdoo3.com).Majd Faraga (2017)

### APPLICATION ASPECT

This aspect of the research focuses on testing the hypotheses that were adopted in the research and it consists of two axes, the first axis included testing the correlation hypotheses using the Pearson correlation coefficient, and the second axis dealt with testing the impact hypotheses through the use of simple and multiple linear regression.

#### Test hypotheses

*There is a significant correlation relationship with the motivation dimension in improving organizational performance with its dimensions (efficiency, effectiveness)*

The correlation coefficient recorded a positive significant correlation between the dimension of motivation and improvement of organizational performance with its dimensions (efficiency and effectiveness), as it amounted to (\*\*0.671, \*\*0.637), respectively, as shown in Table No. (1), which is a significant correlation at the level of morale (0.01) If the value of (P, value level of significance) is less than the level of morality, and therefore this result confirms the existence of a significant correlation relationship, and this indicates the existence of a positive relationship between the dimension of motivation and dimensions of organizational performance, as for the type

of relationship it is a direct relationship, that is, the more Supporting motivation by the organization increased efficiency and effectiveness, and this is a justification for accepting hypothesis (x), and after (motivation) it achieved a significant correlation with the main variable (organizational performance), as its correlation coefficient reached (\*\*0.707). It is a positive significant correlation at the level of significance (0.01) if the value of (P, value level of significance) is less than the level of morality, and accordingly this result

confirms the existence of a significant correlation relationship, and this indicates the existence of a positive relationship between the dimension (motivation) and the main variable (organizational performance) As for the type of relationship, it is a direct relationship, that is, the greater the support of motivation by the organization, this leads to an increase in efficiency and effectiveness. Figure (3) Testing the correlation between motivation and organizational performance with its dimensions

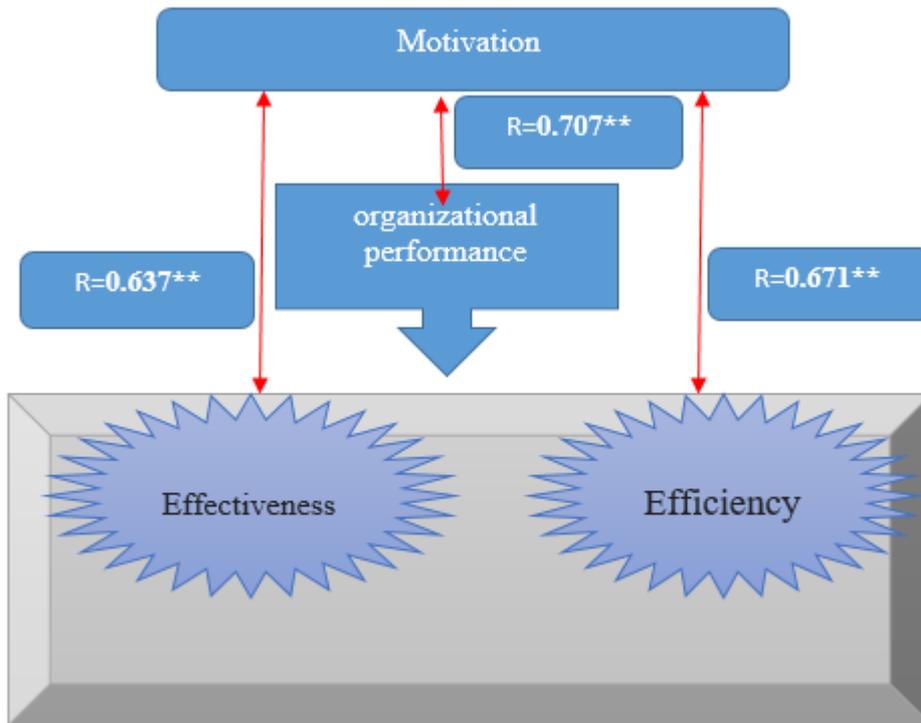
Table (1) The relationship between motivation and improvement of organizational performance in its two dimensions (efficiency and effectiveness)

Variable	Efficiency	Effectiveness	organizational performance
Motivation X5	**0.671	**0.637	**0.707
Pvalu	0.000	0.000	0.000
Significance level at $\leq 0.01$	moral	moral	moral

Source was prepared by the researcher based on the outputs of the (SPSS) program.

(\*\*) Significant correlation at the level of significance (0.01),

(\*) Significant correlation at the level of significance (0.05)



**Figure (3) The correlation relationship between motivation and organizational performance with its two dimensions (efficiency and effectiveness)**

The source is prepared by the student

### Impact Hypotheses

*There is a significant effect relationship of motivation in organizational performance with its dimensions (efficiency, effectiveness).*

Table No. (2) shows the results of the regression analysis of the effect of the motivation dimension on organizational performance in its dimensions. It is noted that the motivation dimension achieved a significant effect with organizational performance in all its dimensions, that is,

there is a significant effect relationship between motivation and organizational performance in all its dimensions, and R<sup>2</sup> explained (45.0), and 40.6%) respectively of the contributions made to the organizational performance of efficiency and effectiveness, and the calculated (F) value was (77,689, 64,848), respectively, which is greater than the tabular value at the level of significance (0.01, 0.05). And below the degree of freedom (1.95), which is (6.91, 3.94), and the value of ( $\beta$ ) amounted to (0.791 and 0.651), respectively, and it indicates that the change

that occurs in the stimulus dimension by one unit leads to an increase in (organizational performance in its two dimensions). By (0.791 and 0.651), respectively, and since the value of ( $\beta$ ) is positive, this means that the effect of the stimulus dimension is positive on organizational performance in its two dimensions (efficiency and effectiveness).

As for the effect of after motivation in the main variable organizational performance, the results recorded a significant effect relationship, and ( $R^2$ ) explained (50.0%) of the amount of contributions made to

organizational performance, and the calculated (F) value was (94,860) as shown (23), which is It is greater than the tabular value at the level of significance (0.01, 0.05) and below the degree of freedom (1.95), which is (6.91, 3.94), and the value of ( $\beta$ ) amounted to (0.721) and indicates that the change that occurs in the stimulus by one unit leads to An increase in organizational performance by (0.721), and thus the hypothesis is accepted, and Figure (4) shows the effect of motivation on organizational performance with dimensions

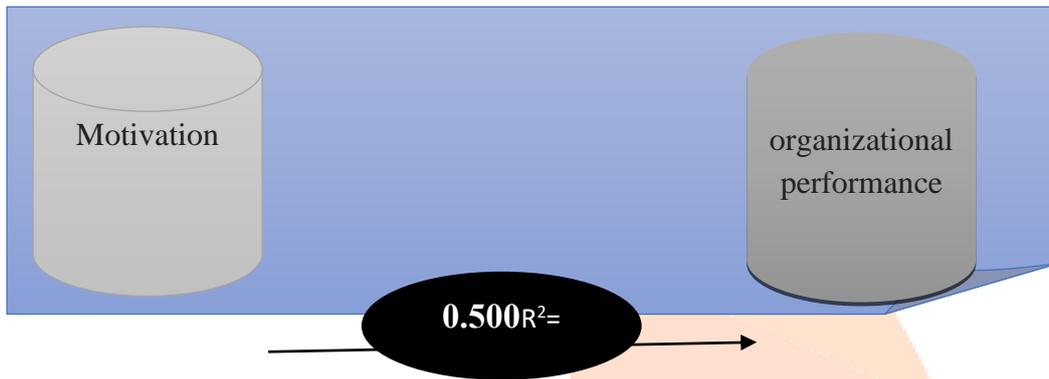
**Table No. (2) shows the effect of motivation on organizational performance in its dimensions**

independent variable	dependent variable	constant value a	value of beta coefficient $\beta$	R2.coefficient value	calculated F value	Indication level (0.05 ,0.01)
Motivation	Efficiency	<b>0.871</b>	<b>0.871</b>	<b>0.450</b>	<b>77.689</b>	moral
	Effectiveness	<b>1.491</b>	<b>1.491</b>	<b>0.406</b>	<b>64.848</b>	moral
	organizational performance	<b>1.181</b>	<b>1.181</b>	<b>0.500</b>	<b>94.860</b>	moral

\* Tabular (F) value at a significant level of 0.05 and two degrees of freedom (1.95) = (3.94)

\*\* Tabular value (F) at a level of significance of 0.01 and two degrees of freedom (1.95) = (6.91)

The source was prepared by the researcher based on the outputs of the (SPSS) program.



**Figure (4) The effect of motivation on organizational performance in its two dimensions**

The source is prepared by the researcher

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

1. There is a significant correlation between motivation and organizational performance in its two dimensions (efficiency and effectiveness), which is a positive relationship. As for the type of relationship, it is a direct relationship, that is, the more motivation is supported by the organization, this leads to an increase in efficiency and effectiveness, so the researched organization (the security apparatus National) to focus on the stimulus dimension in order to improve the performance of the organization
2. The research showed a significant effect between the dimension of motivation and organizational performance in its two dimensions, as well as the necessity of managing the National Security Apparatus, the balance between the creativity provided by the workers and the quality of the

incentive provided to ensure the continuation of the creativity provided by the employees.

3. The lack of interest of the National Security Agency administration in using incentives as an incentive for workers for the purpose of implementing his vision and future visions

4. Weak balance between the administration of the National Security Agency between the creativity provided by the workers and the quality of the incentive provided to ensure the continuation of the creativity provided by the workers.

5. There is a weak performance in the administration of the National Security Apparatus on the element of competition between employees to provide more achievements through a fair and efficient system of incentives.

**Recommendations**

1. The necessity for the leaders in the National Security Service to pay attention to the use of incentives as an incentive for workers to implement the organization's vision and future visions.

2. The administration of the National Security Agency must create a balance between the creativity provided by the workers and the quality of the incentive provided to ensure the continuation of creativity by the workers.

3. Emphasis on the element of competition among employees to provide more achievements through a fair and efficient system of incentives

4. The administration of the National Security Agency should urge all employees to participate in decision-making and consider it an important part of the incentives. The need to rely on incentives

5. The necessity of urging all employees to participate in decision-making, which in turn supports the maximum utilization of human resources.

The logo for the International Journal of Transformations in Business Management (IJTBM) is a large, stylized graphic composed of overlapping, curved shapes in shades of yellow and orange. The acronym 'IJTBM' is printed in a bold, blue, sans-serif font across the lower right portion of the graphic.

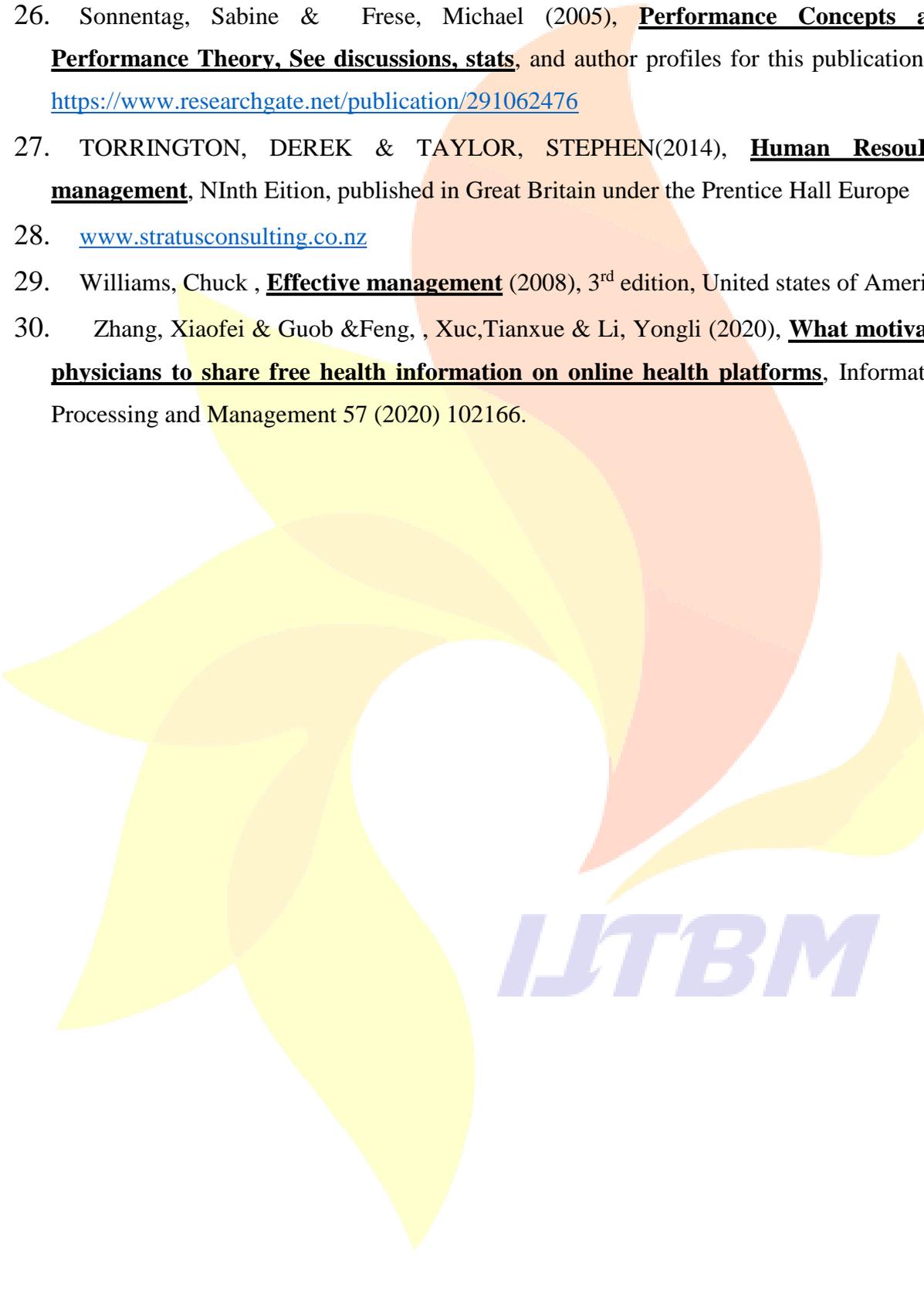
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