

## ODI on Employee Motivation and Teamwork to Enhance Employee Performance: A Case Study of AAA Company Limited in a Pharmaceutical Industry (Based in Yangon, Myanmar)

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### Abstract

Employees' performance is one of the vital sources for organizations to remain healthy, prosperous and sustainable in this competitive world. The stronger the employees' workforce, the better the organizations, hence, contributing greatly to national economic empowerment. The purpose of this study is to determine whether employees' motivation and teamwork have an impact on employees' performance as a whole through the organization development interventions. The focal system is a pharmaceutical company based in Yangon, Myanmar. Both quantitative and qualitative methods were used to test the hypotheses through surveys and questionnaires of both Pre-ODI and Post-ODI stages. The survey is designed to measure variables of employees' motivation and teamwork. The action Research (AR) cycle of action planning, action taking and action evaluation, was engaged throughout the research process. In analyzing, describing the data set, pair t test (Hypothesis 1), multiple linear regression (Hypothesis 2), and correlation (Hypothesis 3) was performed for quantitative analysis whereas content analysis was used for qualitative data analysis. The study has shown there is a very significant relationship between employees' motivation and teamwork and employees' performance. It is shown that ODIs were effective in increasing employees' motivation and teamwork which lead to stronger employees' performance. Recommendations are proposed to a focal company to sustain the positive changes. Finally, with the case of this company in Myanmar, the relevant and applicable comments for pharmaceutical companies are made as for the betterment of the industry.

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**Keywords:** motivation, teamwork, performance, organizational development, pharmaceutical companies

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## Introduction

Establishing a personalized team can result in a well-managed, and high-performing team that can produce better business results. Effective time management via thorough and accurate analysis by observing employees' time management over a day, setting clear business performance by ensuring that employees are aware of what is expected of them through clear communication, motivating them through both intrinsic and extrinsic rewards, rethinking of training strategies to accelerate employees' motivation and teamwork, and building of a positive and collaborative team culture can sustain a company's growth in the long term and strengthen employees' accountability and their willingness to provide top-notch customer service (Pharmacy Owner, 2016). Reward and Recognition Experts, Motivates Inc. Ltd, has commissioned its employee motivation research for the past three years, surveying over 2,000 UK employees in full-time employment. The full data show how employees are feeling in the workplace and what hygiene factors have affected behaviors yearly (HR News, Employee Motivation Decline, 2018).

A vigorous pharmaceutical industry is important in sustaining the country's healthcare system to distribute medicine to people because that industry is a highly profitable one. (Pharmaceutical Technology,

Malaysian Pharmaceutical Market to Grow at CAGR of 9.5% by 2020, 2016). The pharmaceutical company has experienced significant growth during the past two decades and the industry's revenues worldwide totaled 1.25 trillion US dollars in 2019 (Mikulic, 2020). Moreover, countries such as Amsterdam, Netherlands where the world's leading pharmaceutical companies are doing more to improve accessibility to medicine in developing countries (Access to Medicine Foundation, 2014).

These changing trends have significant challenges for the health care and pharmaceutical industry and also created opportunities for organization development change to positively influence the process and outcomes of change throughout the globe. The OD (organizational development) practitioners must come up with creative OD interventions in order to garner growth, development and transformation of individuals in respective organizations. (Cummings & Worley, 2009) Organizations in Myanmar's healthcare and pharmaceutical industry are of no exception. OD practitioners in Myanmar are facing even more challenges as the country is experiencing political and economic reforms. (Bjarnegård, 2020)

The pharmaceutical marketer needs to know the consumer behaviors of end users such as patients and doctors for sales efficiency. The idea of marketing strategy

development and implementation during numerous product life cycles has diverse meanings among business practitioners in the pharmaceutical industry (Naneva, 2018). So, it is necessary to be sure of the excellence, capacity and motivation of pharmaceutical sales force. The question is whether the motivation of the sales force can face the challenges of pharmaceutical marketing environment or not. The present case study was done to examine the challenges facing Pharmaceutical Industry, how appropriate Organizational Development Interventions promote employee motivation and teamwork to enhance employee performance.

### **Need for Action Research**

“AAA Company”, the researcher could not disclose the name of the company, is over 8 years of age for pharmaceutical business in Myanmar. In consideration of strengths, the company value for people assets is the one of the strongest strengths in organization. However, the company currently faced issue of conflicts, demotivation, and employee turnover issues among employees. On the other hand, the employee motivation impacted on the performance of each employee. Sales team submitted the quotation without matching the specifications of the customer demands. If the specifications and requested quantities were not matched, the customer buying chance was less than

competitors. Hence, they needed the information sharing among team members about the product knowledge and market demand and how to penetrate the market effectively for the desired product. Employees need to communicate to each other effectively by reducing conflicts and respect each other by synergy effect and interpersonal relationship. Sales and Marketing team need to follow up the conditions for the purchase orders, sales volume and needs continuous relationships with customers and suppliers at least monthly through the management team.

From the above analysis on the internal and external situations, it was rigidly clear that the major problems of the company were the low level of employee motivation and teamwork. The major problems in the company were related to being employee motivation and teamwork, and accordingly, it needs to enhance the performance of employees.

It is envisioned that the AAA Company needs to develop employee performance, which is supported, reinforced, and sustained by teamwork and employee motivation, teamwork at various levels of the organization. In this way, the AAA Company will be more competitive in relation to motivation and teamwork of each employee and value offerings, which make the company more profitable as employee performance and

successful in the long run. As the result of the low employee motivation or reduced teamwork, it generated a negative impact on employee performance. Therefore, the main issue of this study is to find the ways how to improve the employee motivation, and teamwork to increase the employee performance.

### Research Objectives

1. To examine the current situation of employee motivation, teamwork and employee performance at AAA Company.

2. To design effective ODI to improve employee motivation and teamwork thus in turn to enhance employee performance.

3. To analyze the differences between Pre-ODI and Post-ODI of employee motivation, teamwork and employee performance.

4. To measure the impact of employee motivation and teamwork on employee performance.

In view of the significance of ODI on Employee Motivation, together with the team work, towards employee performance. Hence, the following literature review analyzes the findings of previous related studies.

### Literature Review

Motivation is an essential factor in order to influence and facilitate behavioral changes as motivation can enable individuals in an organization to be goal-oriented in

their professional settings. Employee motivation can act as a force resulting in increased productivity, performance, and persistence (Black, 2019). There are significant relationships between employee motivations and growing satisfaction with the jobs as well as to organizational commitment. Employee motivation is the most fundamental element for every organization to achieve their visions, missions and goals (Ćulibrk et al., 2018) .

According to Hertzberg's two factor motivation theory, motivators are factors that are intrinsic to the job such as achievement, recognition, interesting work, increased responsibility and advancement and growth while hygiene factors refer to company policy, supervision and relationships, working conditions, salary and job securities play indispensable role in order to sustain employees' motivation and encourage employees to work harder and smarter in their professional settings (Herzberg's Motivation Theory – Two Factor Theory, 2018).

Teamwork can stabilize employee's continuous performance and can help improve work morale of the employees. People work as a whole team can function more efficiently and are less prone to stress and office politics and such employees are more likely to develop new and innovative ideas in developing their working approaches. Organizations focusing on improving teamwork as to enhance motivation can have positive

results cross-functional teams, self-managing teams or virtual teams. A distinctive feature of teamwork can be seen as an example in an assembly line in which a successive work is required to assemble different parts of a product (Hacker). On the other hand, where the goal is to improve the production process, group teamwork is much more about complexity, communication and integrative work (Jarrett, 2017) .

Numerous studies above underline the fact that teams are an important element in shaping organizational visions and it is to be mindful keeping up that change and its implementation are also fundamental. An organization based on effective working teams proves to be more open to change, is more responsive in tackling workplace challenges better than other organizations which is based on traditional hierarchical authority. People who actively engage in their teams and if the team structures allow them to voice out their concerns, these people will be more comfortable in providing suggestions and feedback to improve not only for their individual's efficiency but also for the whole's team productivity and listen to suggestions from other people, too (Porath, 2016).

Employee performance is being considered as whether employees complete their tasks or not. Employees' performance includes both quality and quantity of their

outputs, being present at work, accommodative to organization's needs and completion of their tasks on time. Nonetheless, it is challenging to verify an individual's performance (The Society for Human Resource Management, 2016). Organizations can use direct bonuses and rewards based on employees' performance as to stimulate individuals in an organization to perform better and to increase their productivity (Black, 2019).

There is a direct relationship between employees' motivation and employees' performance since motivated employees perform their tasks with more effort (Kuranchie-Mensah, 2016). Appreciative Inquiry (AI) is a method for studying and changing social systems (groups, organizations, communities) that advocate collective inquiry into the best of what is in order to imagine what could be, followed by collective design of a desired future state that is compelling and thus, does not require the use of incentives, coercion or persuasion for planned change to occur (Sharp et al., Forming New Futures Through Appreciative Inquiry, 2016). AI advocates collective inquiry into the best of what is, in order to imagine what could be, followed by collective design of a desired future state that is compelling and thus, does not require the use of incentives, coercion or persuasion for planned change to occur in the research (Blenko, Theses and Dissertations 829, 2017).

Variables are conceptualized as employee motivation including both intrinsic and extrinsic motivation, drawn from Organization Behavior by (Black, 2019). Another set of independent variables as teamwork including effective communications, and collaboration and shared values drawn from Belbin's Team Theory, McGregor Theory X and Theory Y (1967) and Appreciative Inquiry developed by David Sooperrider and Suresh Srivesta at Case Western Reserve University in the 1980s. (David L. Cooperrider, Suresh Srivestva, 1987)

In contrast, the dependent variable is conceptualized to be employee performance including task performance and contextual performance by improving teamwork, communication skills, and motivation in their professional context. In the previous studies, it has been claimed that independent variables have impact on dependent variables (Black, 2019).

In this research two independent variables are Employee Motivation and Teamwork. Employee Motivation consists of two sub-variables adapted from (Shahzadi et al., 2014) and (Panyashom & Ye, 2017) which taken references from Herzberg's motivation-hygiene theory. Teamwork as the second independent variable is adapted from (Hanaysha, 2016) i.e., Collaboration and Communication and the last component i.e., Shared Values from (OSEI BOAKYE,

The Impact of Teamwork on Employee Performance, 2015).

The dependent variable is Employee Performance, which is comprised of task performance and contextual performance based on (Widyastuti & Hidayat, 2018) conceptualization regarding Employee Performance. These variables were identified based on the findings from the preliminary diagnosis, SWOT analysis, and the discourse on the theories and studies.

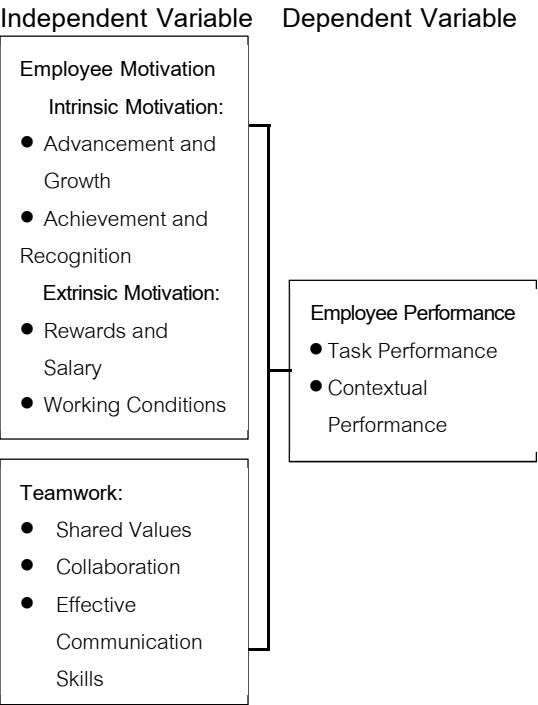


Figure 1. Conceptual Framework

## Methodology

### *Sample*

The population of the private Pharmaceutical Company in Myanmar composed of 57 employees and 50 were involved in this study. Those 50 employees are total numbers of people who operate the business. For the qualitative portion, 14 employees were purposively selected from different positions.

### *Instruments and reliability*

For the quantitative portion, online survey with google form was applied. The questionnaire for this study was divided into four sections namely general information, levels of opinions on employee motivation including intrinsic and extrinsic motivation (10 items) Levels of opinions on teamwork (10 items) and levels of opinions on employee performance (8 items). Motivation, teamwork and performance were assessed by five points Likert's Scale that is 1) Strongly Disagree 2) Disagree 3) Neutral 4) Agree 5) Strongly Agree. The researcher conducted Cronbach's Alpha test for the reliability of the questionnaires for the employees. Cronbach Alpha (0.7) implied that this questionnaire was reliable. Cronbach alpha for motivation question was 0.838, team work was 0.846 and performance was 0.711.

For the qualitative portion, in-depth interview with 14 employees via telephone

and Viber application. All of these interviews were done on an individual basis with an objective to draw their insights and perspectives towards ODIs interventions. These interviews were conducted virtually due to social distancing measures.

## ODI process

### *The Pre-ODI process*

Preliminary meeting with key person and other participants were done. The initial assessment process makes use of SWOT framework to grasp a general and overall understanding of the company's strengths, weaknesses, opportunities, threats and McKinsey 7's organizational assessment was done. The Pre-ODI stage applies both quantitative and qualitative methods for problem identification and data gathering.

### *The ODI process*

The interventions used in this stage include 1) having dialogues among team members to explore the demotivating factors and brainstorm how to improve their level of motivations 2) Appreciative Inquiry 3) necessary trainings to develop their communication skills 4) motivation and 5) fun and engaging activities that can activate teamwork among employees. After the Pre-ODIs stage is being implemented, the researcher can give feedback and suggestions based on the outcomes to the

management team of the organization along with suggestions and recommendations for future progress of the organization.

### *The Post-ODI process*

After all the planned interventions were implemented through the ODIs stage, the researcher concentrated on assessment at this stage to measure the effectiveness of the interventions. The assessments were carried out via surveys and questionnaires. The process placed emphasis on the outcome of the planned intervention (intervention impact assessment) along with the long-term institutionalization for the company (Cummings & Worley, 2009).

In this stage, the participants came together to take part in evaluation activities such as questionnaires, semi-structured interviews to evaluate the progress and the effectiveness of the planned ODIs interventions. After that, the researcher continued with the computation process in order to compare the results from Pre-ODIs and Post-ODI stages for their relevant variables.

### **Results**

Total of 50 participants with different position were involved in the study. Majority of the respondents were between 18 to 35 years of age and 52 percent were male. Apart from four participants, the remaining were graduates. Seventy percent of the

respondents have working experience of not more than two years.

### **Employees' Motivation**

H1: There is a difference in employee motivation between Pre- and Post-ODI phases. (Paired Sample t Test)

**Table 1:** Overall mean (SD) score of Employees' Motivation

Variables	Before	After	Pair t test	P value
	Mean ±SD	Mean ±SD		
Motivation	2.49 ±0.64	4.13 ± 0.48	-16.019	<0.001

Pre-ODI mean (SD) overall motivation score were 2.49 (0.64) while Post-ODI after intervention, it was significantly increased to 4.13 (0.48) with the p value of less than 0.001. When analyzing each item, all ten items that assess the employee's motivation were increased after post ODI. Pre-ODI the lowest average motivation score was 2.26 and highest was 2.76. Post-ODI all the item average score were increased and lowest score became 3.6 and highest became 4.58.

Pre-ODI, the lowest score item were significant salary and personal satisfaction. Post intervention, personal satisfaction score was greatly increased



and sufficient salary was still lowest score item. The qualitative analysis from in-depth interviews also have supported this result. There are different levels of people working at the company and monetary rewards appeared to be the important motivating factor to improve employees' motivation at the focal company. The following quotations are examples of motivation relating to sufficient salary and recognizing from seniors Pre- and Post- ODI.

*"I still decided to go to work since I needed income to survive, however, the salary was not satisfactory." (Pre ODI)*

*"I plan relating to work and daily activities very well beforehand. Now the company is improving reward system and paying more salary than the other companies make us satisfied." (Post-ODI)*

*"My senior seldom praised me. Very easiest to blame on me. I don't want to improve my skill at the moment. "(Pre-ODI)*

*"I noticed my senior praising me and even supporting for me to get my work done more quickly and I feel more passionate to try harder on my work." (Post-ODI).*

## Employees' Teamwork

Table 2: Overall mean (SD) score of Employees' Teamwork

Variables	Before	After	Pair t test	P value
	Mean $\pm$ SD	Mean $\pm$ SD		
Team work	2.60 $\pm$ 0.68	4.06 $\pm$ 0.59	-13.158	<0.001

Overall mean (SD) score of employees' teamwork at Pre-ODI stage was 2.59 (0.67) and increased to 4.06 (0.58) at post ODI stage. This difference was statistically significant with the p value of less than 0.001. This finding was also supported by qualitative data analysis. The following examples illustrated improvement of teamwork after ODI.

*"I mostly have to do my works individually and did not receive much support from my team." (Pre-ODI)*

*"The communication with my team members has become very much improved because we now treat each other with mutual respect and effective communication. I now feel that my team is very supportive to each other." (Post-ODI)*

## Employee's Performance

**Table 3:** Overall mean (SD) score of Employees' Performance

Variables	Pre ODI Mean $\pm$ SD	Post ODI Mean $\pm$ SD	Pair t test	P value
Performance	2.47 $\pm$ 0.59	4.13 $\pm$ 0.60	-15.365	<0.001

Similar to motivation and teamwork performance scores were also increased after ODI. Overall mean (SD) score of employees' performances at Pre-ODI stage was 2.47 (0.593) and increased to 4.13 (0.595) at Post-ODI stage. After analysis with pair t test, this difference was statistically significant with the p value of less than 0.001. This finding was also supported from qualitative findings. The following extracts highlighted the improvement of Employee's Performance at Post-ODI.

*"I am not so much satisfied about my current performance as I felt that I was sometimes impulsive and not receptive to feedback." (Pre-ODI)*

*"I was really demotivated before coming to work which really affected my*

*performance at work. But after all these trainings, I have realized that I needed to change myself to be a professional team player, therefore, I learnt new skills, built better relationship with my colleagues and supervisors and my performance has really improved." (Post-ODI)*

### Employees' motivation and teamwork on Employees' performance

H2: There is a difference in teamwork between Pre- and Post-ODI phases. (Multiple Linear Regression)

Table (4) and (5) described the model summary and analysis of variance table to test the Employees' motivation and teamwork effect on Employees' performance.

**Table 4:** Model Summary of Coefficient of Multiple Linear Regression

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.687 <sup>a</sup>	.472	.450	.44208

**Table 5:** Analysis of Variance Table

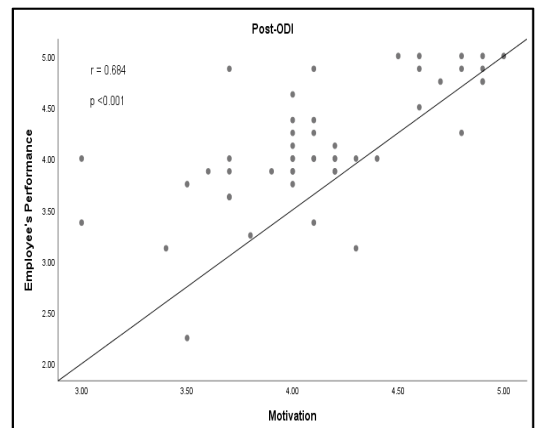
Model	Sum of squares	df	Mean Square	F	Sig.
Regression	8.219	2	4.110	21.028	.000
Residual	9.186	47	.195		
Total	17.405	49			

**Table 6:** Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.597	.548		1.089	.282
Motivation 1 score after ODI	.763	.196	.616	3.902	.000
Teamwork score after ODI	.094	.161	.092	.583	.563

According to multiple linear regression analyses, whenever there was an increase in motivation level by 1 point, the performance was found to be increased by 0.763 point. Moreover, whenever there was an increase in teamwork level by 1 point, the performance was found to be increased by only 0.094 point.

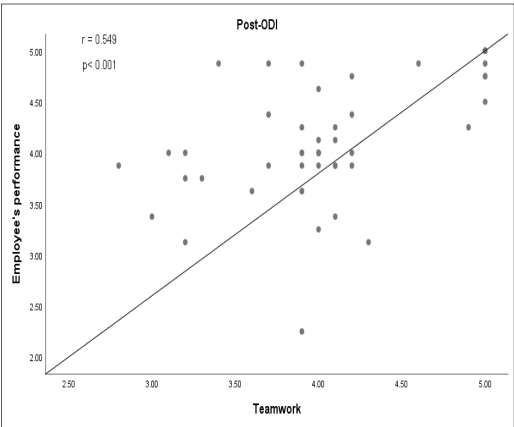
H3: There is a difference in employee performance between Pre- and Post-ODI phases. (Correlation)



**Figure 2:** Relationship between Employee Motivation and Employee Performance in Post-ODI

There was a positive correlation between motivation and employee performance in the Post-ODI with the correlation coefficient  $r$  value of 0.684 and  $p$  value of less than 0.001

Regression equation ( $y = 0.6289 + 0.8477 x$ ) shows that there was a linear relationship between motivation and performance, i.e., the higher the motivation level, the higher the performance.  $R^2 = 0.468$  implies that 46.8 % of variation in performance was explained by motivation (Figure 2).



**Figure 3:** Relationship between Teamwork and Employee Performance in Post-ODI

Similar to motivation, there was also a positive correlation between teamwork and employee performance in Post-ODI with the correlation coefficient  $r$  value of 0.549 and  $p$  value of less than 0.001

Regression equation ( $y = 1.859 + 0.559 x$ ) shows that there was a linear relationship between teamwork and

performance, i.e., the higher the teamwork level, the higher the performance.  $R^2 = 0.301$  implies that 30.1% of variation in performance was explained by teamwork (Figure 3).

According to the statistical data above and the answers from both structured and non-structured interviews strengthened and backed up the fact that employees' motivation and teamwork showed obvious and significant improvement on employees' performance as a whole. Therefore, employees' motivation and teamwork have positive impact on Employees' performance.

Conclusion and Discussion

Hypothesis Testing: Mixed Method Finding

H1: There is a difference in employee motivation between Pre- and Post-ODI phases.

**Table 7** Hypothesis of employee motivation between Pre- and Post- ODI

	N	Mean	SD	T	P. value
Pre	50	2.4940	.6421	-16.019	0.001
Post	50	4.1300	.4811		

H2: There is a difference in employees' teamwork between Pre- and Post-ODI phases.

**Table 8** Hypothesis of teamwork between Pre- and Post-ODI

	N	Mean	SD	T	P value
Pre	50	2.5980	.6762	-13.158	0.001
Post	50	4.0640	.5854		

H3: There is a difference of employees' performance between Pre- and Post-ODI phases.

**Table 9** Hypothesis of employees' performance between Pre-ODI and Post-ODI

	N	Mean	SD	T	P value
Pre	50	2.4700	.5936	-15.365	0.001
Post	50	4.1300	.5959		

Research findings indicate that OD interventions were effective and significantly increased their levels of motivation and teamwork and discovered that employees' motivation and teamwork have an impact on employees' performance. After the OD interventions, the mean scores for each variable were dramatically improved according to the statistical scores. These statistical data were supported and strengthened by the qualitative interviews with the employees and the managers at all the Pre-ODI, ODI and Post-ODI stages. The analyzed data were also supported by the observations of the researcher throughout

the whole research process and during the OD interventions.

The participants not only improved their motivation and teamwork, but they also understood very well of the interdependent nature of the organization. The employees deeply reflected their individual roles, their previous actions and the impacts of such actions on the whole team, and thought of approaches to improve themselves and be more supportive to each other. Moreover, they also learnt how to treat each other with professionalism, respect, empathy and listening to each other which were the foundations of collaboration and strong teamwork.

Employees improved their motivation both in personal and professional contexts and they gained more motivation for effective work planning and time management. They developed collaboration and communication for efficient and smooth workflow, team members becoming much more supportive to each other and built mutual trust. As a result, their performance was enhanced and developed due to improvements in motivation and teamwork.

Eventually, designing the relevant interventions was beneficial for employees to improve their motivation and teamwork. Since the research could prove that employees' motivation and teamwork have impacts on employees' performance, the

focal company found out that their committed participation throughout the whole process was valuable as the interventions did improve the employees' performance for the focal company.

The overall mean score employees' motivation score at Pre-ODI stage was low and improved significantly after the employees went through the interventions. The statistical data were also supported by qualitative answers by the managers and the employees themselves. Employees felt they were not appreciated, not properly trained for work related skills. That was the reason they were demotivated to initiate some works, and plan in advance. However, designing the most appropriate trainings and workshops for them to increase their motivation and lead to better performance accordingly.

The overall mean score for employees' teamwork at the Post-ODI stage also increased. Lack of support, working in silos, and not establishing effective communication styles and channels within the organization were the main reasons for low level of teamwork among the employees. Providing opportunities to understand the root causes of the obstacles for the team members to come together, discuss openly and brainstorm the solutions for better teamwork through OD interventions to achieve higher results in teamwork after the interventions stage.

The employees increased their understanding on how much of their individual motivation and teamwork affected the performance of the whole team and the relationship of the whole team performance and their individual's performance. The interviews and the activities implemented provided opportunities for employees to reflect on their daily performance and how they could collaborate together to improve the whole team performance, to solve the problems and to manage conflicts together.

### **Recommendations**

This survey and interview should be conducted again in the future to understand the existing situation of organization and design the necessary interventions that might help to improve not only the employee performance but also to attract more income and generate profit maximization and CSR activities. Moreover, the organization can get some idea to achieve their vision, values which is to be the leading pharmaceutical product provider in Yangon, Myanmar. This will then help to provide information to concerned organization for the necessary OD intervention to improve the organization performance. Additionally, further researcher who might conduct study on the related issue.

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