

**EFFECT OF EMPLOYEE MOTIVATION ON PERFORMANCE OF SELECTED
HOTELS IN NORTH CENTRAL STATES IN NIGERIA**

BY

**ABUBAKAR, Maryam Lamino
NSU/ADM/Ph.D/BUS/001/15/16**

**A THESIS SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES,
NASARAWA STATE UNIVERSITY KEFFI, IN PARTIAL FULFILMENT OF
THE REQUIREMENTS FOR THE AWARD OF DEGREE OF DOCTOR OF
PHILOSOPHY (Ph.D) IN BUSINESS ADMINISTRATION**

**DEPARTMENT OF BUSINESS ADMINISTRATION
FACULTY OF ADMINISTRATION
NASARAWA STATE UNIVERSITY, KEFFI
NIGERIA**

FEBRUARY, 2020

DECLARATION

I hereby declare that this Thesis has been written by me and it is a report of my research work. It has not been presented in any previous application for Doctor of Philosophy in Business Administration. All quotations are indicated and sources of information specifically acknowledged by means of references.

ABUBAKAR, Maryam Lamino
NSU/ADM/Ph.D/BUS/001/15/16

Date

CERTIFICATION

The thesis “**Effect of Employee Motivation on Performance of Selected Hotels in North Central States in Nigeria**” meets the regulations governing the award of Doctor of Philosophy in Business Administration, of the School of Postgraduate Studies, Nasarawa State University, Keffi, and is approved for its contribution to knowledge and literary field.

Prof. Muhammad A. Mainoma, mni
Chairman, Supervisory Committee

Date

Prof. S.A.S Aruwa
Member, Supervisory Committee

Date

Dr. C.P.A Gbande
Internal Examiner

Date

Prof. B.E Barde
Head of Department

Date

Prof. B.E Barde
Dean Faculty of Administration

Date

Prof. A.B Akpan
External Examiner

Date

Prof. J.M Ayuba
Dean, School of Postgraduate Studies

Date

DEDICATION

This Thesis is dedicated to God Almighty who gave me the grace to complete this research work and I also dedicate this work to the many father figures I have been blessed to have in my life which includes my late father Ambassador Muhammed Lamino Abubakar, my amazing guardian; Late Abdulhamid Guda Abdullahi and my Step-father; Alhaji Yakubu Muhammad. These outstanding men shaped and guided the person I have become today. I would also like to dedicate this work to my Mother Hajiya Larai Lamino Abubakar who did a great job raising me and my siblings despite all odds.

ACKNOWLEDGEMENTS

I sincerely express my profound gratitude to God Almighty for giving me the grace to write this Thesis. My appreciation also goes to my supervisors, Professor Muhammad Akaro Mainoma and Professor S.A.S Aruwa. Special thanks also goes to Dr. Barr. J.E.I Abbah (H.O.D), Business Administration, Prof. B.E. Barde, Dr. C.A. Gbande, Prof. S.B.A. Tende, Director, Entrepreneurship Centre, Nasarawa State University, Keffi, who have contributed immensely to make this work comprehensive and encouraged me so much in doing this work. I also wish to appreciate Dr. Hemen Awua, Dr. Abdul Adamu, Dr. M.M. Naburgi for their great contributions to the work.

My thank also goes to all my Lecturers of the Department of Business Administration, Nasarawa State University, Keffi, who have impacted knowledge to my life to stand in any academic environment around the world, I appreciate you all, God bless you all. I also thank my class mates at Nasarawa State University, Keffi, who contributed one way or the other.

I wish to acknowledge the support of my siblings who include Amina, Abdulhamid, Hauwa, Ibrahim, Abdulrazaq, Muhammad, Bashir, Isah & Fatimah for always being there for me at all times and my friends for their prayers and contributions to my academic pursuit. I wish to also extend my appreciation to the various Hotels involved in the study for allowing me to collate valuable data. Finally, I must say a very big thank you to my husband Alhaji Abubakar Maina for his support, encouragement and concern during the course of my studies.

ABSTRACT

The issue of employee motivation has continually posed a big challenge to business organizations around the globe especially in the hospitality industry where high levels of performance affect or play a major role in determining the profitability, growth, development, stability and future success of an organization. Therefore, Hotels in a bid to achieve success in maintaining a competitive edge over their rivals as well as avoid a steady decline in the performance levels of its employees, must ensure that members of the workforce are adequately motivated. The study examined the effect of employee motivation on performance among selected hotels in North Central Nigeria. The study of motivation in the Hotel Industry was identified as the main research problem as not much research and data is available on employee motivation in hotels and if and how this affects employee performance. The study adopted a descriptive and causal research design as well as the survey method in investigating the effects of employee motivation on performance. The entire population of the study was 66 selected hotels and a well- structured self-administered questionnaire was used as the main tool for data collection and was administered to total of 124 respondents. Reliability of the research instrument was calculated and the Cronbach's alpha coefficient was 0.929. The data was analyzed using percentage distribution, descriptive statistics, correlation matrix and multiple regression analysis. The result of the study revealed that employee recognition and compensation has a significant effect on employee performance while work condition and environment, training and career development, promotion processes and procedures and bonus payments has less significant effect on performance. The study concluded that although both intrinsic and extrinsic factors are significant predictors of performance, extrinsic factors appear to be more significant or valued by respondents in the hotels that were studied and recommended that apart from focusing on monetary incentives other motivational factors such as praise, letter of recognition, best performer of the year award, travel and air ticket offers, medical insurance and social security funds should be incorporated within the motivation practices. In addition, management should ensure that rewards and benefits are fairly, justly and competitively allocated to the deserving employees.

TABLE OF CONTENTS

Title Page	-	-	-	-	-	-	-	-	-	i
Declaration	-	-	-	-	-	-	-	-	-	ii
Certification	-	-	-	-	-	-	-	-	-	iii
Dedication	-	-	-	-	-	-	-	-	-	iv
Acknowledgements	-	-	-	-	-	-	-	-	-	v
Abstract	-	-	-	-	-	-	-	-	-	vii
Table of Contents	-	-	-	-	-	-	-	-	-	ix
List of Tables	-	-	-	-	-	-	-	-	-	x
List of Appendices	-	-	-	-	-	-	-	-	-	xiii

CHAPTER ONE: INTRODUCTION

1.1	Background to the Study	-	-	-	-	-	-	-	1
1.2	Statement of the Problem-	-	-	-	-	-	-	-	7
1.3	Research Questions-	-	-	-	-	-	-	-	9
1.4	Objectives of the Study-	-	-	-	-	-	-	-	9
1.5	Statement of Hypotheses-	-	-	-	-	-	-	-	10
1.6	Significance of the Study-	-	-	-	-	-	-	-	10
1.7	Scope of the Study	-	-	-	-	-	-	-	12
1.8	Definition of Operational Terms-	-	-	-	-	-	-	-	13

CHAPTER TWO: LITERATURE REVIEW

2.1	Conceptual Framework	-	-	-	-	-	-	-	15
2.1.1	Concept of Motivation	-	-	-	-	-	-	-	15
2.1.2	Concept of Performance	-	-	-	-	-	-	-	18

2.1.3	Concept of Employee Performance	-	-	-	-	-	21
2.1.4	Concept of Effectiveness	-	-	-	-	-	22
2.2	Empirical Reviews	-	-	-	-	-	23
2.2.1	Working Conditions and Employee Performance	-	-	-	-	-	27
2.2.2	Employee Recognition and Employee Performance	-	-	-	-	-	32
2.2.3	Training and Employee Performance	-	-	-	-	-	38
2.2.4	Promotion and Employee Performance	-	-	-	-	-	45
2.2.5	Bonus Payment and Employee Performance	-	-	-	-	-	48
2.2.6	Effect of Motivation on Performance in the Hotel Industry	-	-	-	-	-	52
2.3	Theoretical Framework	-	-	-	-	-	64
2.3.1	Abraham Maslow Theory	-	-	-	-	-	65
2.3.2	Fredrick Winslow Taylor Theory of Motivation	-	-	-	-	-	69
2.3.3	Fredrick Herzberg Theory of Motivation	-	-	-	-	-	70
2.3.4	Analysis of Motivation Theories in Relation to Performance	-	-	-	-	-	71
2.3.5	Application of Motivation Theories to Nigerian Working Environment	-	-	-	-	-	74
2.3.6	Motivation Theories Relevant to this Study	-	-	-	-	-	75

CHAPTER THREE: RESEARCH METHODOLOGY

3.1	Research Design-	-	-	-	-	-	95
3.2	Population, Sample and Sampling Techniques-	-	-	-	-	-	96
3.3	Method of Data Collection-	-	-	-	-	-	100
3.4	Techniques of Data Analysis	-	-	-	-	-	104
3.5	Justification of Instrument Used-	-	-	-	-	-	107
3.6	Summary	-	-	-	-	-	109

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.1	Data Presentation-	-	-	-	-	-	-	-	110
4.2	Result of Regression Analysis	-	-	-	-	-	-	-	133
4.3	Discussion of Findings	-	-	-	-	-	-	-	137

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1	Summary-	-	-	-	-	-	-	-	147
5.2	Conclusions-	-	-	-	-	-	-	-	150
5.3	Recommendations-	-	-	-	-	-	-	-	152
5.4	Limitations of the Study-	-	-	-	-	-	-	-	153
5.5	Suggestions for Further Research-	-	-	-	-	-	-	-	154
	References-	-	-	-	-	-	-	-	156
	Appendices	-	-	-	-	-	-	-	195

LIST OF TABLES

Table 3.1: List of Sample Hotels in FCT	-	-	-	-	-	97
Table 3.2: List of Sample Hotels in Nasarawa State	-	-	-	-	-	97
Table 3.3: List of Sample Hotels in Plateau State	-	-	-	-	-	97
Table 3.4: List of Sample Hotels in Niger State	-	-	-	-	-	98
Table 3.5: List of Sample Hotels in Kogi State	-	-	-	-	-	98
Table 3.6: List of Sample Hotels in Kwara State	-	-	-	-	-	98
Table 3.7: List of Sample Hotels in Benue State	-	-	-	-	-	99
Table 3.8: List of Selected Respondents Used in the Study	-	-	-	-	-	99
Table 3.9: Sample Size from Different Sized Universe	-	-	-	-	-	100
Table 3.10: Cronbach's Alpha Reliability Coefficients for Major Variables						
of the Study	-	-	-	-	-	104
Table 4.1: Gender of Respondents	-	-	-	-	-	110
Table 4.2: Educational Background of Respondents	-	-	-	-	-	111
Table 4.3: Departments of Respondents	-	-	-	-	-	112
Table 4.4: Years of Service of Respondents with Organization	-	-	-	-	-	112
Table 4.5: Working Conditions and Employees Performance in Hotel Industry						113
Table 4.6: Employee Recognition and Performance of Employees in Hotel						
Industry	-	-	-	-	-	114
Table 4.7: Training Opportunity and Employees Performance in Hotel Industry						115
Table 4.8: Promotion Opportunities and Performance of Employees in Hotel						
Industry	-	-	-	-	-	116
Table 4.9: Bonus Payment and Performance of Employees in Hotel Industry						117
Table 4.10: Role of Employee Motivation on Performance in Hotel Industry						118
Table 4.11: Employee Well-being of Workers	-	-	-	-	-	119

Table 4.12: Effect of Employee Relationship with Managers and Hotel	
Performance - - - - - - - - -	119
Table 4.13: Comfortability with Percent Fringes Benefits to the Employees in	
Hotel Industry - - - - - - - - -	120
Table 4.14: Participation in Planning and Setting Goals of the Employees in	
Hotel Industry - - - - - - - - -	121
Table 4.15: Clarifications and Feedback Based on Different Issues from HODs	122
Table 4.16: Policies of Hotels Industry towards their Employees - -	123
Table 4.17: Opportunities for Making Recommendations to their Jobs at	
Hotel Industry - - - - - - - - -	124
Table 4.18: Objectivity of the Promotion Process to the Employees in the	
Hotel Industry - - - - - - - - -	125
Table 4.19: Motivation and Effectiveness of the Workers in the Hotel Industry	125
Table 4.20: Motivation and Efficiency of the Workers in the Hotel Industry	126
Table 4.21: Descriptive Statistics between Employee Motivation and	
Performance in the Hotel Industry - - - - - - - - -	127
Table 4.22: Correlation between Working Conditions and Employee Performance	128
Table 4.23: Correlation between Employee Performance and Employee	
Recognition - - - - - - - - -	129
Table 4.24: Correlation between Employee Performance and Training	
Opportunities - - - - - - - - -	130
Table 4.25: Correlation between Employee Performance and Promotion -	131
Table 4.26: Correlation between Employee Performance and Bonus Payment	132
Table 4.27: Multicollinearity Test between Employee Motivation and	
Employee Performance in the Hotel Industry- - - - -	133

Table 4.28: Models Summary	-	-	-	-	-	-	134
Table 4.29: ANOVA ^a	-	-	-	-	-	-	135
Table 3.30: Coefficients ^a	-	-	-	-	-	-	135

LIST OF APPENDICES

Appendix 1: Letter of Introduction-	-	-	-	-	-	185
Appendix 2: Sociodemographic Information of Respondents-	-	-				186
Appendix 3: Employee Motivation -	-	-	-	-	-	186
Appendix 4: Employee Performance -	-	-	-	-	-	189
Appendix 5: Collated Response from Questionnaire-	-	-				189
Appendix 6: List of Selected Hotels in North Central State, Nigeria-	-					192

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Generally, most businesses, organizations and their managers are faced with numerous challenges. One of such challenges is in the area of management which refers to the utilization of resources effectively and efficiently in order to achieve organizational goals and objectives. Some of these managerial challenges are obvious in matters concerning employees such as reimbursement, recruitment, performance management, training and career development, health and safety, benefits, motivation and administration amongst others. Human resource is the most vital of all resources among the factors of production and the human capital is what distinguishes one organization from another (Maimuna & Rashad, 2013). Therefore, for organizations to survive and remain relevant and competitive, it is essential for them to be able to entice and maintain efficient and effective employees in a bid to enhance performance (Sunia, 2014). This study however is centred on the aspect of motivation and focuses on the effects of employee motivation on organizational performance.

Most organizations are concerned with what should be done to achieve sustained high levels of profitability rather than on the needs and expectations of the work force. Accordingly, the question of adequate motivation of workers as derived from the so many attempts made by management practitioner is to look for the best way to manage employees so as to accomplish an objective or mission of the organization with the least inputs of materials and human resources available to an organization. Consequently, lot of theoretical concepts, principles and techniques of management practitioners have evolved in response to these challenges. In general; management scholars have tended to view motivation as a key component of the managerial function of leading or directing an

Organisation. However, leading or leadership style, although an important factor in determining the attitude of employers toward assigned job responsibilities is not the only determinant of performance, other managerial functions such as planning, controlling, staffing and organizing also play a motivating role in an organization (Olaniyi, 2013).

For any business organization to experience economic progress, worker's welfare must be taken seriously because without a dedicated workforce an organization can crumble. The Nigerian reward system is low where the average take home of the worker is put at \$50 per month. Workers need to be provided adequate motivation for them to contribute to their organization and to the society at large. It is therefore apparent that the issue of adequate motivation on workers' performance has relevance in managerial function and activities that are aimed at directing the productive effort of the workforce toward achieving organisational objectives. This is confirmed by the earlier study of Cole (2006) who argued that management strives to create and maintain an environment that is conducive to the performance of individuals who are working together in groups towards the accomplishment of pre-selected objective. He further asserts that workers in Organisations; work in-groups and group dynamics often result in the conflict of goals between individuals and their groups.

In this regard, there is a general consensus among management scholars that motivation is one of the key elements in employee performance studies. This implies that even when individuals in the workplace have clear work objectives, the right skills, and a supportive work environment, they would not get the job done without sufficient motivation to achieve those work objectives. This, according to the study of Mary (2012), is that the forces within a person that affect his or her direction, intensity, and persistence of voluntary behaviour is motivation. Based on her studies motivation is one of the most present-day

issues in both public and private sectors organizations. This is based on the understanding that motivation has a very significant role to play in the process of combining and utilizing organizational resources both men and materials geared towards the accomplishment of organizational stated goals. Researchers have consequently sought to explain how and why people behave the way they do and how they can be made to behave in a manner supportive of the organizational objectives. Consequently, the issue of employee motivation and performance in the workplace has occupied the minds of employers and managers of business organizations since time immemorial. This implies that employers of labour should be concerned with two views of employee's job motivation, what makes them happy and what pushes them to effectiveness and efficiency in performance and conversely what makes them unhappy and causes job dissatisfaction which leads to low performance in their work place (Hertzberg 1958). It is therefore vital to understand what employers are expected to do in order to help the organization achieve its aim. Supporting the work of Hertzberg, the study of Eze (2013) stated that the easiest way of doing this is to make it possible for the workers to satisfy their own needs at least to a reasonable extent while they are working towards achieving the organizational objectives.

Despite the abundance of research on the impact of motivation on employees' performance in most private sector organizations such as banking, manufacturing and insurance. Studies on motivation on employees' performance in the hotel industry has been largely ignored by academic scholars (Reilly, 2003) occasioned by the fact that the goals of the sector are different from those of the finance, manufacturing and assurance sectors (Wright, 2000). Furthermore, past research has shown that low performance is recorded in almost all organizations in Nigeria (Mbogu, 2011; Ezulike, 2011; Iheriohanma, 2006); and findings from other studies do reveal that the low performance associated with organization

performance could be raised if they are provided with the prerequisite motivational incentives (Tongo, 2005).

It is aptly argued among management practitioners and scholars that the employees are the workforce of any business organization as such they are an integral part of the organization. In this perspective, Aluko (2014), is of the opinion that an organization is only as good as the workforce that runs the organization. This is to say that when employees are motivated chances are that their morale would be high as such performance levels would increase to a large extent boosting overall Organizational performance level. In order to achieve high levels of performance as such boost organizational performance, managers therefore need to continually seek ways of ensuring that their employees stay motivated. This is because a lack of employee motivation leads to reduced performance which is harmful to organizational performance and continuous success.

Consequently, George and Jones (2012) asserted that motivation can be categorized into two classes namely intrinsic and extrinsic. Intrinsic motivation arises from an employee's internal cravings to execute a task out of self-interest rather than a need or wish for some external reward. External motivation is the type of motivation that arises when an employee is compelled to act in a specific way either as a result of that employee's desires for external rewards or to avoid punishment. Extrinsic motivation also helps boost an employee's effectiveness and efficiency levels. This is because certain external factors such as adequate compensation, work environment as well as training and career development appeal to employees as such are essential in inspiring them to resourcefully and successfully discharge their duties. An organization that fails to provide a conducive work environment, compensate its workforce adequately, create room for proper training and career advancement is at risk of having a demotivated workforce. This means that such a

workforce being demoralized would fail to effectively and efficiently discharge their duties leading to low performance and performance levels (Nwachukwu, 2004).

Although there is general agreement among management practitioners that man is motivated by a variety of things, there is however, considerable disagreement among academic scholars as to what these things are and their relative importance on the performance of workers in an organization be it private or public. There have been a number of attempts among academicians and management scientist to present models of motivation which list a specific number of motivating needs, with the implication that these lists are all-inclusive and represent the total picture of needs. Unfortunately, each of these models has weaknesses and gaps, and we are still without a general theory of motivation that has specific relevance and bearing to worker's performance especially in the hotel industry.

The aim of this study was to determine the effect of motivation on employee performance in the hotel industry in Nigeria. All over the world hotel industry is considered as the most significant part of the tourism industry. In Nigeria, tourism was first openly encouraged as a tool for economic development during the structural adjustment programme (SAP) in the late-1980's, the first formal efforts were to plan for and attract a tourism industry were put in place with positive response from the international market and the investor community (Olaniyi, 2013).

In addition to that, since tourist industry started to contribute a lot to the economy, the government has reformed a lot of policies to favour the tourist industry as well as pledge and invest money into the social structure and infrastructure. The tourist industry in Nigeria does not depend only on foreign tourists from abroad but also on inbound or local tourists who are going there for holiday relaxation (Uzonna, 2013). Furthermore, Nigeria is rich in

natural resources such as beautiful and nice beaches, good weather, amazing variety of water species and different wild animals, religion, ethnic food and traditional customs (Ude & Coker, 2012). Olaniyi (2013), noted that employees under hotel industry complain that they are working under difficult situations, they work for long hours and the nature of hospitality and hotel industry is such that requires employees to face unpleasant experiences, makes employees to do hard work and asks employees to do jobs in odd hours. In a similar manner, Sauter and Murphy (1995) stipulated that hotel industry stress can lead to increased health/medical costs, high rates of absenteeism and turnover, more accidents and worse performance. Moreover, the management should know that the main motive for a man to work is economic, so as to enable him or her meet physiological needs and support his or her family in ever increasing comfort. Thus what managers needed to do in order to motivate workers is to control and apply both positive and negative rewards.

Motivation of employees is a prerequisite condition for any organization to achieve its objectives and greatness. In the Nigerian hotel industry, however, due to the dearth of the required number of competent personnel, appropriate policy guidelines and infrastructural facilities, it is difficult, to motivate employees in the hotel industry towards enhanced performance. It is therefore imperative to motivate the existing staff with a view to achieving the primary aim and objectives of the organization. As such, certain facilities should be provided to energize the commitment of the staff so as to satisfactorily perform their assigned jobs thereby making the continuous training of employees important. The training, however, will enable the hotel organizations to eliminate waste and redundancy in the utilization of human resources. It will further make the hotels to conveniently draw up job description, job enlargements and specifications for the various levels and categories of the employees. With trained and motivated employees, hotels will achieve not only effective utilization of all the available manpower resources at their disposal, but at the

same time achieve the primary objectives of improving the organization's performance. All these can be realized when there exist proper motivation incentives for hotel organizations employees. Therefore, thesis examined the effect of motivation on performance of hotel organizations in the north central states of Nigeria.

1.2 Statement of the Problem

The issue of motivation has continually posed a big challenge to business organizations around the globe especially with perceived attitude of employees in the hotel industry where high levels of employee performance affect or play a major role in determining the profitability, growth, development, stability and future success of an organization. Therefore, an organization in a bid to achieve success in maintaining a competitive edge over its rival as well as avoid a steady decline in the performance levels of its employees, must ensure members of the workforce are adequately motivated. However, many businesses and organizations especially in the hotel industry have failed to recognize the importance of motivation as a concept be it intrinsic such as employee well-being, relationship with co-workers, relationship with managers, organizational policies or extrinsic such as training and career development, good working conditions, compensation, promotion amongst other factors that enhance or improve employee performance. Studies into the effect of motivation on employee performance is vast but the research of this in the Hospitality Industry especially hotels is not comprehensive and therefore the research problem was identified and assessed.

In this dilemma, James (2014) advocated three warning signs of a demotivated workforce which include poor workplace environment, slipping job standards and decreased performance. He further stated that if any of these factors is observed to be trending downwards then there is a great chance that the organization is dealing with a demotivated

workforce. Despite of these motivational challenges, studies like Mosoma (2014), Mohamedi (2013), Olaniyi (2013), Pulak (2012) and Ricardo (2007) among others have failed to explored the role of motivation on employee's performance in the hotel industry specifically in North Central states of Nigeria while some done are already outdated in scope, methodology and time frame. The above reasons drew attention on assessing the effect of motivation on employees' performance in hotel industry in North Central states of Nigeria.

In addition, most of these studies as revealed in the literature measure performance based on the financial aspect such as return on assets, return on investment, profitability, sales revenue among others. However, not many studies have measured performance based on quantity and quality of work force (input-output ratio). This in turn has continued to represent major managerial concerns for decades as employee performance levels have relatively declined which has been acknowledged as a subject of growing concern in the aspect of business and management research. Although a lot of factors may also be responsible or even cause a decline in performance such as poor strategic and structural changes in decisions and executions, lack of infrastructure, leadership styles and organizational culture amongst others.

Contemporary investigation that connects the concept of workforce motivation and performance is wide but there is still so much research to be done with emphasis on employee perspective, needs and expectations such as friendly working conditions and environment, recognition and compensation, training and career development, promotion processes and procedures and bonus payments as factors affecting their performance levels respectively. As such investigating these factors of importance to employees in the

discharge of their duties at work has created the empirical gap necessitating the conduct of this study.

1.3 Research Questions

The research problem of this thesis is addressed more specific with the following research questions:

- i.) How does friendly working conditions motivate employees to higher performance in the hotel industry?
- ii.) How does employees' recognition motivate employees to higher performance in the hotel industry?
- iii.) recognition motivate employees to higher performance in the hotel industry?
- iv.) How does employees' training opportunities motivate employees to higher performance in the hotel industry?
- v.) How does employees' promotion motivate employees to higher performance in the hotel industry?
- vi.) How does bonus payment motivate employees to higher performance in the hotel industry?

1.4 Objectives of the Study

The general objective of this Thesis is to determine the effect of employee motivation on the organization performance in the hotel industry in Nigeria. The focus is based on selected hotels in the North Central states of Nigeria. The specific objectives of this thesis are to:

- i.) Determine the effect of friendly working conditions on employees' performance in the hotel industry.
- ii.) Ascertain the effect of employees' recognition on employees' performance in the hotel industry.
- iii.) Examine the effect of employees' training opportunities on employees' performance in the hotel industry.
- iv.) Determine the effect of employees' promotion on employees' performance in the hotel industry.
- v.) Ascertain the effect of bonus payment on employees' performance in the hotel industry.

1.5 Statement of Hypotheses

The following null hypotheses have been formulated for testing in this present thesis:

- H₀₁:** There is no significant relationship between friendly working conditions and employees' performance in the hotel industry.
- H₀₂:** There is no significant relationship between employee recognition and employees' performance in the hotel industry.
- H₀₃:** There is no significant relationship between employee training opportunities and employees' performance in the hotel industry.
- H₀₄:** There is no significant relationship between promotion and employees' performance in the hotel industry.
- H₀₅:** There is no significant relationship between bonus payment and employees' performance in the hotel industry.

1.6 Significance of the Study

The general assumption is that an adequately motivated worker will in turn give in his or her best towards the attainment of a general objectives in terms of performance. Consequently, when a worker is motivated the question of low performance will be a forgotten issue in an organisation. Managers who are successful in motivating employees are made often providing an environment in which appropriate or adequate goals called incentive are made available for the needed satisfaction of the employee. For this study not to be an effort in futility, it has to be useful to a number of people and institutions among which are;

Hotel Organizations: The aim of this study is that the outcomes, results or findings should be useful to hotel owners, managers and other organizations especially in the localities where this study is being conducted. This is to enable them understand the concept of motivation and its effect on performance. It also gives an insight to managers and business owners on the importance of knowing their employees and ensuring adequate motivation in their organizations. The findings from this study will help to highlight those areas where there are problems among staff and thus will be of great benefit to the chief executive official of the hotel industry. The findings of the study will assist the management in decision making and strategy developers to take appropriate actions which will improve styles and modality of motivating their employees in the hotel industry by considering human resource as human capital to the business.

Government Agencies: This research is also of paramount importance because it would aid government agencies in making and implementing policies that would enhance the stability, growth and development of hotel industry throughout the region in matters concerning employee motivation and performance by seeking ways to ensure that employees are adequately motivated in their various organizations thereby increasing overall performance and performance levels.

The results from this study will help to highlight the concept of group dynamics and staff behaviour to work. Through such understanding, the administrative scope of the chief executives' official could be broadened and this would put him in a better position to review and over-haul their orientation to administration in terms of better motivating staff and thus producing better results by fully utilizing the human resources potentials available.

Furthermore, this study will be of immense benefit to policy makers in the human resources functions of the hotel industry. Also labour union officials and representative at the negotiation meetings will find it useful when putting together their basket of needs and it will assist management in these other areas such as: designing and putting in place welfare incentives for the workforce, enable the organization identify various types of needs and expectation of people at work, outline different approaches to work motivation, explain the meaning and underlying concert of motivation and provide useful information for government officials and establishments responsible for reviewing and updating policies and legislation on worker motivation.

Research Institutions: This study is also relevant to research bodies and institutions in the nation as a whole because findings would also be relevant to students and users of information in conducting further research in areas similar to this study. The study is beneficial for academic purposes and for practical implications. Academically, the study is among the requirements for the accomplishment of master's degree of business administration. However, the study will contribute by adding the availability of literature review for the researchers who will be interested to deepen on this study. It will equally serve as reference material to postgraduate students of Nasarawa State University who

might undertake similar studies as well as contribute to existing body of knowledge in the literature.

1.7 Scope of the Study

The study examined the effect of motivation on employee performance in the hotel industry among North Central States in Nigeria. The scope of the study is limited to selected Hotels in the North Central States that includes Benue, Nasarawa, Plateau, Kogi, Niger, Kwara and FCT where the study was conducted. This study examines employee motivation and its resulting effects on performance. The hotel industry is being considered because extensive research has not been done on this area. The study was carried out in hotels in North Central States because it is a tourist destination that includes hotel businesses. The study focused on assessing the role of motivation on employee's performance in the hotel industry.

The study specifically focused on motivational practices measured by friendly working conditions and environment, employee recognition, training and career development, promotion and bonus payments as the independent variables and employee performance as the dependent variable measured by efficiency and effectiveness.

1.8 Definition of Key Terms

For purposes of clarity therefore, some of the important term used in this study are defined as follows:

Motivation: refers to what stimulates and guides human behaviours and how these behaviours are sustained to attain a specific goal and increase performance.

Employees: Employees are people who are hired and are working under contract in an organization in return for financial and non-financial incentives. In addition, they are seen as the workforce of an organization.

Performance: A summary measure of the quantity and quality of work performance, with resource deployment taken into account. It can be measured at individual, group or organizational levels.

Employee Performance: is the rate at which employees effectively and efficiently discharge their duties.

Employee Effectiveness: is a qualitative characteristic that indicates the extent to which job related issues are addressed and the magnitude at which predetermined goals and objectives are achieved by an employee.

Efficiency: can be derived from the relationship between inputs and outputs, and refers principally to the degree at which outputs are realized while minimizing costs associated with production.

Employee Efficiency: refers to the ability of an employee to do what is actually produced or performed with the same consumption of resources

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual Framework

This section of the study provides scholars views and opinions on certain constructs used in the study. The constructs are motivation and performance. However, cursory purview from the various definitions reviewed indicated that there is no significant difference in meaning between performance and employee performance in the literature with respect to motivation. In this regard, performance and employee performance will be used interchangeably in this review however, the meaning, interpretation and understanding are same.

2.1.1 Concept of Motivation

From the perspective of psychology, human studies and economy, motivation is referred to one reason or many that make an individual to get engaged in a specific behaviour (Bratton & Gold, 2007). From this context, the individual can be influenced with several drives and fundamental needs such as food and desire for a state of being or an object can be included in this reason for motivating an individual to act in a specific manner or to perform certain tasks. The researcher agreed with the above definition due to the fact that specific behaviour is attitude which is driven with something (e.g. inheritance nurtured behaviour or motivated) within a person which leads to behave different from the respective behaviour.

Amabile (1983), defined motivation as extrinsic and intrinsic factors that make a person to take specific actions. Intrinsic motivation refers to motivation of work in something such as interesting, involving, exciting, satisfying or personal challenging, while extrinsic motivation includes types of reward, recognition and feedback (driven by desire to attain

some goals that is part from the work itself – such as achieving some promised reward or meeting a deadline or winning a competition). Porter and Lawler (1968) defined Intrinsic motivation as involves of people doing an activity because they find it is interesting and derive spontaneous satisfaction of the activity itself. In contrast extrinsic motivation requires an instrumentality between the activity and some separable consequences such as tangible or verbal rewards, so satisfaction comes not only from the activity itself but rather from extrinsic consequences to which activity leads.

James and Stoner (2009) suggested that motivation can be seen as those psychological characteristics of humans that contribute to an individual's level of commitment towards a goal. It comprises several elements that causes, directs, and sustains an individual's behaviours in a specific way. He went further to say that motivation is one of a number of elements that affect an organization's productivity and performance levels respectively. Jennifer and George (2006) defined motivation as a mental force that governs the direction of an individual's behaviours in an organization, an individual's level of effort, and an individual's level of determination when faced with obstacles. In addition, she stated that even with appropriate strategies and administrative structures in place, an organization can only be productive if its employees are sufficiently motivated to perform at higher levels.

Hellriegel (1996) viewed motivation as any impact that brings out, guides, or sustains a person's goal-directed behaviours. Ivancevich (1994) Suggested that motivation refers to those set of forces that triggers certain behaviours and regulates its form, course, intensity and duration. Obikeze (2005) viewed motivation as the process of guiding an employee's actions towards a particular end via the manipulation of rewards. Kreitner (1995) described motivation as the mental process giving behaviours the will-power, drive, and tendency to act in a certain way in order to attain certain unsatisfied needs. Young (2000)

also suggested that motivation could be defined in relation to forces within employees that justifies the levels, directions, and resolution as regards efforts they expend in the workplace. George and Jones (2012) termed work motivation as self- induced forces that control the directions and behavioural patterns of the workforce in an organization taking into account their levels of commitment and enthusiasm towards the successful accomplishment of set goals.

Berelson and Staines (2003) opined that motivation is an inner state that inspires actions as well as direct and channel behaviours towards a goal. Guay, Chanal, Ratelle, Marsh, Larose and Boivin (2010) argued that motivation deals with “the motives underlying behaviours s”. In addition, (Broussard & Garrison, 2004) defined motivation simply as “those elements that pushes an individual to act or not to act”. Beach (2005) described motivation as the individual’s readiness to expend energy so as to accomplish set goals. He is of the opinion that motivation relates to a person’s enthusiasm for specific patterns or behaviours. Also he further stated that the ambitions, needs and wants of a person may influence, direct and control their attitude. Davies (2005) suggested that the concept of motivation entails what goes on inside a person that results certain behaviours. As regards organizations, he stressed that an absence of motivation is reason enough for a worker not to attain gratification from the work.

Agbeto (2002) also stated that motivation is anything that moves an individual towards a specific goal. Furthermore, Koontz (2008) argued that motivation as a term is applicable to the drive, yearnings, needs and wishes of a person. From the above definitions it can be said that motivation as a whole, is more or less fundamentally concerned with those forces or elements that triggers certain human actions or behaviours. It can also be deduced that creating a work place environment in which adequate motivation is sustained has a

positive impact on employee performance. This is because employee motivation is the core of the field of an organization's behaviour and a high level of motivation encourages employees to be highly productive and perform better at their jobs. However, creating such an environment still poses a challenge to managers and organizations as a whole. This problem may be based on the fact that an organization's productivity levels increase as the level of employee motivation rises. The study corresponds with the definition stipulated based on intrinsic and extrinsic parties which reflects with motivation-hygiene theory.

2.1.2 Concept of Performance

This concept has attracted several definitions from several scholars reflecting their academic and social milieu. Be that as it may, it is concerned with proper deployment and utilization of organizational resources (labour, material, finance, technology, time, etc.) to attain pre-determined set objectives. In economics, performance is the ratio of what is produced to what is required to produce. It is this perspective that Kelly (2014), conceives performance as the comparison between the quantity of goods and services produced and the quantity of resources employed in churning out those goods and services. Mathis and John (2003) cited in Kamau (2011), agreed with the statement by saying that "performance is a measure of the quantity and quality of work done, considering the cost of the resources used.

In view of the limitations of the above definitions, a search for a more encompassing explanation of the concept becomes imperative. Mali (2008) cited in Omeje (2011), defined performance as the measure of how well resources are being brought in their right mix to attain organizational set goals. Similarly, Aka (2013), argued that performance is "the measure of how well a nation's resources are utilized for accomplishing a set of

results reaching the highest level of performance with the least expenditure of resources. Aka (2013), sees performance as a measure of overall productive efficiency, effectiveness and performance of individual organization. From the above, we can safely argue that performance is the extent to which resources at the disposal of any organization are properly deployed towards attainment of organizational objectives. Etzioni (2004), defined organizational goals as the desired state of affairs which an organization as a whole attempt to realize. In this study, we can perceive performance as the allocation and effective utilization of available resources at the reach of public sector organization for effective and efficient public service delivery.

Performance according to Mayo (2009) is the capacity of a situation where an individual or organization produces maximum results with available human, financial and material resources to achieve set organizational objectives. In this sense, efficiency and effectiveness are indices of public organization while profitability, efficiency and effectiveness are the indices of business organization. Scholars like Likiermah (2005), Nelson (2002), among others were of the view that performance is a goal of every organization. Any organization that cannot operate to a degree of significant performance is an impotent entity. Such an organization, these scholars individually noted, would produce a wholesome disappointment to its owners and a widespread dissatisfaction and disaffection among its entire work force as is currently being experience among public servant in Nasrawa State.

According to Quest (2002) performance can be defined as the inert achievement of rapid, sustainable as well as measurable improvements in operations. A system is termed as productive if on average, the system is able to meet the set targets without failure. From an

industrial perspective, Performance can be termed as the total profitable output that a machine or other equipment's are able to make within a given timeframe.

Scholars in areas of public organization such as Mayo (2009) among others noted, enriches the owners, the management and the workers. It serves as a source of inspiration and motivation to the workers as they would be very proud of their organization and appreciate the fruit of their labour. Looking at performance from the perspective of human resources, it can be said to be the cumulative, evidential output that is both measurable and profitable as well. The performance of an individual must be within the period set by the organization or the individual to achieve a certain goal. This period must be strict, as the project must be undertaken within the shortest possible time.

Performance is dependent on two crucial factors, namely: technology relevant to the organization and employees' performance. The employees' performance, on the other hand, is dependent on two variables, namely: professional and technical competences of the workers (this involves possession of relevant knowledge, skills and techniques) and motivation. Performance according to Quest (2002), Becker and Qerhart (2006) is measured in terms of output per man-hour involved in the productive process or in the delivery of services. Where the organization is very productive, this would be reflected in the wages/salary of workers through higher pay. It therefore follows that higher productive organization would pay higher wages while low productive ones would pay lower wages.

Armstrong (2006) defined performance as the accomplishment, execution, carrying out, working out of anything order or undertaken. Martin (2005) defined performance as a level of achievement by an individual, measured against what they would be expected to achieve. Under Martin's definition on performance there are some components which are

missing such as skills, experiences, abilities, qualities and quantities are the things which he did not mention it, but those are things which should be mentioned by the definition.

According to Ilham (2009), performance can be defined as the act of performing; of doing something successfully using knowledge as distinguished from merely possessing it. However; the study match with the above definitions on performance because the definition itemizes that performance is not only of what people achieve but how they achieve it. Similarly, Churchill (1987) described that performance includes personal, organizational, environmental, motivational, skill level, aptitudes and role perceptions. Performance is viewed as implementation of an action of one's ability. Good performance is related with achieving the quality, quantity, cooperation, dependability and creativity.

For the purpose of the study, performance refers to the output-input ratio within a period of time with due consideration for quality. It is defined as the measure of efficiency with which resources are converted into commodities and services that man wants. In the public sector labour is one kind of input that is frequency used when determining performance. Labour performance typically indicates the cost or number of hours of labour it takes to produce an output. In other words, the lower cost of the labour to produce a unit of output, or the less time it takes to produce a unit of output, the higher the labour performance.

2.1.3 Concept of Employee Performance

Jennifer and George (2006) defined employee performance as the level of effort put forth by the workforce of an organization towards achieving organizational goals and objectives. There are several ways by which a workforce can be motivated so as to enhance organizational performance. Jennifer and George (2006) Argued that the performance of workers contribute directly to an organization's level of effectiveness,

efficiency and even towards the achievement of administrative goals. It also stated that a corporation's failure to certify that its workers are motivated has a negative influence on its organizational effectiveness and efficiency thereby affecting employee's performance levels concerning expected goals and objectives.

According to Antomioni (1999) explained that employee level of performance is reliant on the extent to which workers believe that certain motivational desires will be fulfilled stating that workers become demoralized as such less productive once they perceive that their desires can't be met or gratified. Mathis and John (2003) suggested that employee performance refers to a measure of the quantity and quality of work done, bearing in mind the cost of capital used. The greater the level of organizational performance, the greater the competitive edge. This is because the costs associated with the production of goods and services are lesser. Better performance ratios do not automatically mean that more output is manufactured; it could also mean that less workers or less financial resources and time were utilized in producing the similar output. McNamara (2003) stated that performance may be denoted in form of quality, quantity, time and cost. He also stated that evaluating performance has to do with measuring the length of time it takes an average employee to produce a specified level of output. Although measuring performance may seem difficult, it is however very significant since it directly affects organizational profitability.

Brady (2000) claimed that none of the resources utilized for production in the workplace are so thoroughly examined as the human capital. Most of the activities carried out in HR Systems are intended to influence worker or organizational performance. Compensation, evaluation systems, training and development, recruitment, job characteristics are HR responsibilities directly aimed at performance. Bernardin (2007) clearly stated that the

importance of motivational factors cannot be underestimated by an organization in increasing the performance levels of a workforce especially when trying to gain competitive advantage. He also stated that performance may be hard to measure, but it can be evaluated in terms of effectiveness and efficiency of workers. For the purpose of the study, employee performance is conceptualized as the rate at which employees effectively and efficiently discharge their duties in order to achieved the overall goals of the organization.

2.1.4 Concept of Effectiveness

In general, effectiveness is referred to as the degree to which set objectives are accomplished and policies achieve what they were designed to achieve. It focuses on affecting the purpose that is achieving the required or projected results. A program or service is said to be effective if such a program is able to accomplish set objectives or estimated outcomes. As regards workers, it is a measure of how well worker's performance levels meet set goals and objectives of the organization (Yesufu, 2000). Therefore, an employee is said to be effective when he/she is able to achieve desired results in line with organizational goals and objectives.

Efficiency on the other hand is performance of estimated effects; specifically, performance without any form of waste. This has to do with worker's abilities to work productively with minimum waste in terms of energy, time and cost. Efficiency is more or less a contrast between the use of inputs in a clearly defined process and generated outputs. For instance, given a specified number of input or resources, a decision making entity be it individual, corporate, administrative institution, or a state realizes a level of output considered to be the maximum achievable based on the present conditions, then such an entity is assumed to be efficient. However, if it generates lesser than what it is estimated to

generate it is said to be inefficient. As such efficiency stems from the correlation between inputs and outputs, and is referred to basically as the degree to which outputs are produced while minimizing manufacturing costs (Harris, 2001).

2.2 Empirical Reviews

This chapter extensively examined a wide range of literature that are associated and significant to the subject of this study. The review covered the concepts, empirical and theoretical explanations that were required to facilitate a complete examination and comprehension of this research. It provided an insight of other people's thoughts and opinions on the effects of motivation on employees and how it affects their performance levels.

The research carried out by Lin (2007) on the assessment of intrinsic and extrinsic motivation on employee performance. The results gotten from the examination revealed that there was a significant correlation between extrinsic motivation and the performance level of the workers, while that of intrinsic motivation was statistically less significant than extrinsic even though a correlation also existed between intrinsic factors and workers' performance levels. As a result, implications of the findings for future study were stated.

Jibowo (2007) in the study; motivation and workplace performance amongst workers basically assumed the similar methods as (Herzberg, 2000). The study which was carried out in Nigeria showed some supports for the impact of motivation on performance. However, more value was placed on extrinsic factors than intrinsic. Another research by Centres and Bugental (2007), also based their inquiry on Herzberg's two factor theory of motivation, which divided job variables into several groups: hygiene factors and motivators. They utilized a population of 692 participants to test the rationality of the theory on worker effectiveness and efficiency levels. It was revealed that at higher

professional levels, motivators or Intrinsic job elements were more appreciated, while at lower occupational levels hygiene factors or extrinsic job elements were more appreciated. As a result, they concluded that organizations that fulfils both intrinsic and extrinsic elements influencing employees' behaviour are able to gain the best out of them.

Also Taylor and Vest (1992) investigated the effect of financial incentives and its removal on worker's performance; it revealed that participants in the experimental group who received personal inducements performed better than those in the control group. Assam (2002) also examined the role of extrinsic and intrinsic motivation on performance among Nigerian workers, it showed that using a sample of employees of high and low professional levels. The assumption that low income employees will be inherently motivated and highly productive was not validated, and the assumption that higher incomes employees will place great values on intrinsic motivational elements than low income employees was also not validated. This explicitly illustrates the degree of value workers place on extrinsic motivational elements even in the absence of any significant change in motivational levels across various classes of employees in the organization.

Baase (2009) asserted that poor compensation is linked to the profitability of an organization. Wage differences amongst high and low salary recipients was linked to the loss of morale, lack of commitment and low performance. Also Nwachukwu (2004) attributed the decline in performance levels of employees on some elements, amongst them is a company's failure to cater for the wellbeing of their staff, provide adequate compensation, training and career development, adequate working conditions, suitable working environment and failure to promote cordial relationships amongst co-workers, managers and their organizations which is very demoralizing to the workforce leading to reduced their levels of performance.

An investigation which is of importance to this research, is that carried out by Lake (2000). He studied the relationship between motivation and job effectiveness of various workers taking into account their attitudes to the job in question. The study concluded that most workers placed more importance on extrinsic factors than intrinsic factors citing the need to satisfy other needs as a major criterion for their choice. He also noted that majority of the research participants cited poor work environment, inadequate working conditions and a lack of resources as factors affecting worker efficiency levels in most organizations.

Also, in a similar research, Akerele (2001) equated the comparative position of ten motivational tools such as pay, training and security considered external to the job, and other internal factors like employee well-being, good relationships with managers and responsibility among 80 employees of an organization. It was assumed that greater value will be put on internal rather than external job factors. However, findings failed to validate the assumption as it was revealed that two extrinsic factors sufficient compensation and job safety were rated as the most important tools. The above are practical works undertaken by various scholars in the area of motivation and performance. Based on these empirical examinations and conclusions, one may possibly deduce that both intrinsic and extrinsic motivational factors are very essential in improving workers' performance levels in the workplace. As such an individual's performance levels can be expected to result in higher performance if the right motivational tools are put in place. However, the question is "to what extent can motivation be it extrinsic or intrinsic induce performance levels taking into deliberation the arguments for and arguments against the fact that motivation as a concept is complex and relative to individuals.

Despite the increasing effects of motivation on employee performance, there is still limited literature on its effect in developing countries (Ofori & Aryeetey 2011). This is because

while a lot has been documented about the concept of motivation in advanced nations, most works related to motivation in areas concerning performance in less industrialized nations are hardly found. In addition, it was observed that very little information was provided on intrinsic motivational factors such as relationship with co-workers and managers as it relates to performance while excess information was provided with regards to extrinsic motivational factors. The existing studies in this relation (Lin 2007, Centres & Bugental 2007; Nwachukwu 2004; Baase 2009; Akerele 2001; Jibowo 2007; Taylor & Vest 1992; Assam 2002) amongst others have taken a general focus on performance creating a gap on issues related to performance. Also, related studies in developing countries have failed to consider the hotel industry in Nigeria. Finally, it was observed that very few examinations have been conducted in the aspect of workforce motivation with respect to hotel industries in Nigeria. This study while validating some empirical works has bridged the gap between existing literatures by providing evidence on the effect of workplace motivation on employee performance in the hotel industry in Nigeria.

2.2.1 Working Conditions and Employee Performance

Most businesses limit the rate at which they enhance the performance levels of their workforce to skill acquisition. The kind of work place or environs where a worker operates also affects the level at which such an organization may flourish. Akinyele (2010) suggested that about 80% of performance concerns are as a result of the nature of a worker's environment in most organizations. A favourable work setting guarantees the well-being of workers which invariably will encourage them to apply themselves to their responsibilities with a high level of morale which may transform into higher performance (Akinyele, 2010). Businesses are prone to risks and uncertainties as such the capacity of an organization to react effectively to the challenges posed by present-day dynamic nature

of economic conditions will to a large extent be determined by how well an organization can effectively and efficiently use the human capital at its disposal.

Brenner (2004) affirmed that the capability of an organization's workforce to share information throughout the system is subject to the state of their work environment. Workers are likely to be more productive in a well-structured work environment. Furthermore, the quality of comfort which varies in terms of the work environment also predicts the degree of contentment as well as performance level of workforces. This is because the performance levels of the workforce would not be optimal, if the state of their work environments are not conducive. Better work environments augment workers performance. Kohun (1992), described an organization work environment as an entirety. That is, it encompasses all forces, activities including other significant elements that are presently or potentially challenging the worker's performance and performance levels. It is the summation of the interrelationship existing between workers and the surroundings in which they operate. However, in toxic environments, responsible and talented workers can be transformed into irrational and unreliable workers as a coping strategy (Kyko, 2005). He cited several elements that constitute a toxic work environment therefore causing a decrease in performance of employees and the organization as a whole. These elements are lack of transparency in management, biased managers, administrative policies, work conditions, interpersonal affiliations and compensation. Yesufu (2000) claimed that the kind of conditions workers are subjected to physically in the work place is significant to output. Managing and sustaining a work environment effectively demands making sure the surroundings are conducive, attractive, acceptable, resourceful, and motivating to the workforce thereby giving workers a sense of pride and purpose in the jobs they perform (Brenner, 2004).

Some researchers have found that managerial employees in the public sector place a lower value on financial incentives (Cacioppe & Mock, 2014; Jurkiewicz, 2008) and a higher value for helping others or public service than do their private sector counterparts. Empirical support for these differences, however, has not always been consistent. Several studies have failed to find differences in preference for financial incentives (Crewson, 2007; Gabris & Simo, 2005), while others have suggested that regardless of how public employees may value financial incentives relative to private employees, such financial incentives are still valued highly by public employees. Alonso and Lewis (2001), using multiple regressions on responses by 3,500 federal white collar employees tested the link between public service motivation and job performance in the United States Federal Service. They concluded that there is a mixed evidence on whether public service motivation positively affected grades and performance ratings; and that a clearer evidence is needed to show that employees who expected to receive material reward for exceptional performance attained higher grades and performance ratings, and no evidence that the link between rewards and performance mattered any less to those with high public service motivation.

Suthara, Chakravarthi, and Pradhanc, (2014) examined the factors that shape the employees` motivation, job Satisfaction and organizational performance. Bharat Sanchar Nigam Limited faces the problem on managing its human power and not occupying delightful Performance from the last three consequent years. This paper aimed at examining the relationship between organizational performance and employee job analysis in context to Bharat Sanchar Nigam Limited, Vadodara Telecom District, and Gujarat. The survey questionnaire was administered to employees of Bharat Sanchar Nigam Limited, Vadodara Telecom District through email and in person by (417 out of 1361) by employing sample size determinants like: confidence level, Confidence interval and

population. The questionnaire consisted of factors like organizational performance, job design, job description, organizational policies and practices, job specification and job evaluation. All the 417 respondents were considered as valid respondents for further investigation. The study used a quantitative research approach and the data was analyzed by scale reliability for questionnaire scaling validity, descriptive statistics, measurement of items, correlation, and regression analysis and other applicable tests with a view to know at what level job analysis is related with organizational performance. The collected data reveals that organizational performance and job analysis are positively related with each other. This study showed that employee job analysis can be a powerful tool to enhance Organizational performance. Further research can be held with more samples by extending the area of research.

Daschler and Ninemeier (2009), conducted a research and investigated what employees may seek from the work environment. Their discussion reviews some of employee-related concerns that can be found in the venue of strategies to employees' motivation. Employees are individuals that come from different backgrounds, they have different education with different experiences and their different family classes are all the factors in which their needs be located.

The primary interest of employees is to satisfy their personal needs, ambitions, desires and goals. An employee wants to satisfy its basic needs, linked to survival and security concerns and desire to belong, to generate positive feelings from within and from others, and to be self-fulfilled. Their study revealed that most employees want (a) fair and consistent company policies in matters affecting them; (b) management they can respect and trust; (c) adequate working relationships with managers and co-workers; (d) acceptable salaries and working environment; (e) appropriate job security assurance; (f)

favourable job status. The other important factors that can fulfil and motivate employees are: challenging work, work that yields a sense of personal accomplishment, expression of appreciation for good performance, increased responsibility and the chance to grow in the job, the feeling of importance and making a contribution to the organization, and participation in job-related matters that affect the employees.

Negussie, (2012) examined the relationship between rewards and nurse motivation on public hospitals administrated by Addis Ababa health bureau. A cross-sectional survey was conducted from June to December 2010 in 5 public hospitals in Addis Ababa. Among 794 nurses, 259 were selected as sample. Data was collected using self-administered questionnaire. After the data was collected, it was analyzed using SPSS version 16.0 statistical software. The results were analyzed in terms of descriptive statistics followed by inferential statistics on the variables. A total of 230 questionnaires were returned from 259 questionnaires distributed to respondents. Results of the study revealed that nurses are not motivated and there is a statistical significant relationship between rewards and the nurse work motivation and a payment is the most important and more influential variable. Furthermore, there is significant difference in nurse work motivation based on age, educational qualification and work experience while there is no significant difference in nurse work motivation based on gender. The study shows that nurses are less motivated by rewards they received while rewards have significant and positive contribution for nurse motivation. Therefore, both hospital administrators' and Addis Ababa health bureau should revise the existing nurse motivation strategy.

In a similar dimension, the study of Al Jenaibi (2010), explored the sense of employee performance and the struggles employees face in government organizations by using a case study of different organizations in the UAE. Motivation of employee performance

occurs when someone feels he/she has proficiency, value, and is worthy of recognition. Therefore, employee performance is a worker's sense of achievement and is generally noted to be directly associated with improved efficiency as well as to personal welfare. The study conclude that employee performance is the belief of the employee that he/she is doing a good job, enjoying the process, and being suitably rewarded for the effort.

Dar, Bashir, Ghazanfar, and Abrar, (2014) explored the meditating role of employee motivation in the relationship between post-selection Human Resource Management (HRM) Practices and perceived performance of Islamic Banks operating in Pakistan. This study was based on primary data collected from 200-employees of different Islamic banks in Pakistan by distributing Structured and reliable questionnaires. The demographic profile of respondents was diversified in Terms of their grade, age, experience and education. The study showed a strong positive association with perceived performance of Islamic banks in Pakistan.

A study by Ude and Coker (2012) on Employee Motivation and Performance in Organizations in Nigeria: Analytical Linkages examined the impact of incentive scheme on employee motivation and performance. The results showed that incentive schemes have high significant linkages with employee motivation and performance in the public sector organization in Nigeria.

Nwoku (2015), conducted an empirical study on the Role of Motivation in Enhancing Performance in Nigeria Civil Service with focus on Ebonyi State Civil Service System. Specifically, the study sought to measure the extent to which pay package, regular pay package and capacity building enhance performance in the public sector. The research was based on Herzberg two-factor theory of motivation. The study covered 16 ministries and 20 extra ministry departments of the Ebonyi State Civil Service. A descriptive survey

design was adopted with a sample of 365 drawn from the total population of the state civil service. The formulated hypotheses were analyzed using Pearson Product Moment Co-efficient. The findings of the study revealed that there is a positive correlation between promotion of civil servants and increased performance in Ebonyi State civil service. That there exists a strong relationship between capacity building and increased performance. The study recommended that government should institute capacity building programmes to empower the workers' skill-wise as well as pay adequate attention on the welfare of the workforce to boost their performance at the workplace.

2.2.2 Employee Recognition on Employee Performance

Employee recognition in terms of compensation refers to the amount of money and benefits that an employee receives from his organization in return for his or her contributions to the organization (Hamidi, *et al.*, 2014). This practically satisfies material, social and psychological needs of the individual (Altinoz, *et al.*, 2012). Compensation or pay is linked with general satisfaction and more closely linked with pay satisfaction (Lumley, 2011).

Employees receive different kinds of benefits in the form of wages, salaries and pay. Mostly individuals with good education, relevant skills and experience are unsatisfied with their job and salary packages resulting in high rates of turnover and low performance. As such organizations make compensation plans for them in a bid to minimize the turnover and to motivate them. In other words, you can say that compensation motivates employee for better performance and higher performance levels. Compensation may also come in the form of Fringe benefits which focuses on maintaining the quality in terms of lifestyle as workers, provide them with a certain level of safety and financial security taking into consideration their family relations. Some common examples are; retirement or pension

plans, medical insurance, education reimbursement and time off. Fringe benefits are forms of indirect compensation provided for a worker or group of workers as a result of their status as members of the organization (Matthias & Jackson, 2003).

Also overtime is the payment over and above the normal salary and wage rates where the workers are paid extra for working additional hours. Furthermore, Company housing or house rent allowances is offered by organizations who feel obliged to help an individual meet one of the basic needs a roof over one's head in order to enable them have access to reasonable accommodation while on official duty. Senior employees are provided with accommodation which may be owned by the organization while other organizations reimburse rent payments (Andrews, 2009). In order to avoid a decline in employee performance levels, workers also require health and safety packages, job security and adequate working conditions (Hamidi, 2014).

According to Allis and Ryan (2008), the cost of compensating workers that is in form of payments, wages, and other benefits - are a huge and increasing part of operational expenditures; yet, performance may decrease amongst employees if such payments and benefits are not made available to them. Simply put employees are more industrious and productive when reasonable pay is attached to performance.

Although compensating workers may have an effect on performance, other factors can also increase output with little or no costs to the organization. While pay can be seen as an example, workers also appreciate being validated if they are to be productive in the workplace. The need to feel that their jobs are of value and contributes significantly to the success of the organization is important to the workers. While adequately compensating them may help, validation does not necessarily have to be financial. This is because simply thanking them can also make an employee feel appreciated. As regards validation,

workers may also be extremely productive when they can envision where they fit in the big picture. Workers want to be seen as an integral part of the organization as such strive to be indispensable. They want to have a grip on every aspect of operations, which could also be favourable to their hopes and aspirations as this may present them with the opportunity to showcase their capabilities and skills in other areas excluding their areas of specialization. They also need to know that they have a voice and that their managers are willing to give listening ears to their opinions as well as involve them in decision making processes (Lake, 2000).

Mc, Ssekakubo, Lwanga, and Ndiwalana, (2014) investigates the impact of motivation on organizational performance in the public security sector in Nairobi County, Kenya. The unit of analysis was the regular police. The study used a mixed research design of exploratory, descriptive and quantitative designs with the list of regular police officers serving as the sampling frame. The questionnaire was used to gather relevant information from the respondents. Data collected was analyzed using both the descriptive and inferential statistics. The study established that there is a strong influence on performance of the regular police officers attributable to units of change in motivation. The study recommended that government and other concerned stakeholders should adequately motivate the police for improved performance / service delivery.

Genebra (2003), in a study of nurses in the public and private hospitals in South Africa, found out that through interviews, that the nurses in the public sector often mentioned the option of leaving the increasingly overburdened public sector for the better pay and working conditions of those in the private sector. Comments from focus groups indicated that staff attitudes were a key difference between the private and public hospitals, impacting both on the way that patients were treated and how the facility was presented

and maintained. Factors underlying the differences in morale and motivation of primary care nurses working in the private hospitals versus their public sector counterparts need to be understood. In concluding the reports of the study, Genebra (2003) posed a pertinent question, which is, can the human aspect of the public service delivery in South Africa be improved without major changes in the incentive structure of the public bureaucracy? This question perhaps sought to know the role that incentives played in boosting performance in the public sector.

Akhtar, Aziz, Hussain, Ali, and Salman, (2014) examine the relationship between the different factors (financial rewards, personal traits, high salary plans, job design and supervision), employee's motivation and organizational performance. In present study financial rewards, high salary plans, job design, personal traits and supervision are the independent variables and employee's motivation is dependent variable. For the data collection, study used the questionnaire method and data collection concerned with the banking sector of the Pakistan. In this paper study specified the sample size of 150 employees of the different banks in Pakistan. All the different variables have the positive impact on employee's motivation. They contribute positively towards the employee's motivation. This study conducted with the reference of Pakistan. It concluded that these factors have positive effect on employee's motivation.

Rusu and Avasilcal, (2013) study aimed to provide a research framework regarding the influence of motivation on human resources performance. In this regard, they applied Herzberg's two factor theory, selecting the motivational factors which influence the activity of employees from industrial firms. Considering the aim of the research, the paper proceeded to analyze the influence of prevalent motivational factors on employees work performance. Within this view, representative performance criteria were selected in order

to develop an integrated research framework regarding the factors which motivate employees working in industrial companies to improve their work activities and the overall company performance. The result represents the basis for further quantitative research analyzing the relationship between employees' motivation and improvement of performance of their work activities. Govender and Parumasur, (2010) study aimed to assess the current level of, and relationship between, employee motivation and job involvement among permanent and temporary employees in various departments in a financial Institution. This cross-sectional study was undertaken on 145 employees who were drawn by using a simple random sampling technique. Data were collected using the Employee Motivation Questionnaire and the Job Involvement Questionnaire and, was analyzed using descriptive and inferential statistics. The results indicate that there are significant inter correlations among the majority of dimensions and sub-dimensions of employee Motivation and job involvement. Recommendations are presented to provide practitioners and Managers with guidelines for enhancing employee motivation and job involvement respectively. Another research was conducted by Kashifurrehman (2007), in Pakistan measuring the effect of human Resource Strategies like pay, promotion and training on employee performance. Their study was focused on workforce of service based companies in Pakistan and concluded that pay, promotion and training had positive and significant impact on employee performance. They further argued and suggested that employees in Pakistan give more importance to pay and promotion than training.

Rafique, Bin Tayyab, Kamran, and Ahmed, (2014) examined the relationship between rewards, job satisfaction, and organizational performance, perceived training effectiveness, knowledge transfers and organizational commitment and employee's motivation in the Public sector of Bahawalpur (Punjab, Pakistan). The sample was public sector data which was collected by using self-designed questionnaires. The sample size was 170 so 170

questionnaires were distributed and only 149 received. The result concluded that there is a significant positive relationship between intrinsic rewards and the employee's motivation and also there is significant positive relationship between extrinsic reward and employee's motivation. Job Satisfaction also has significant positive relationship with employees' motivation. But on the other hand PTE (Perceived Training Effectiveness) have insignificant and negative relationship with Employee's motivation. Employee's motivation has significant positive relationship with knowledge transfer and also with Organizational Commitment. Syed, Anker Jamali and Shakh (2012) examined the views of junior and senior staff of Raw Materials Research and Development Council (RMRDC), Nigeria concerning motivation as a tool for enhancing performance. The main objective was to investigate how employees would be motivated so as to achieve organizational goals. The survey results revealed that 20 (39.3%) of the respondents were satisfied with their job, while majority of them 40 (50.6%) were unsatisfied. Perception of respondents on the motivational factor which actually motivate them to do their best to enhance performance, findings show 20 (30%) prefer job security 16 (24.2%) prefer salary as factors that could motivate employees to perform their duties. The study recommends that appropriate managerial action must therefore be taken by the organization to motivate the workforce.

Onwe, Abah and Nwokuwu (2015), conducted a study on "Motivation as a Veritable Tool for Effective Leadership in the Nigerian Health Sector". The study examined the place of motivation in enhancing effective leadership in the Nigerian health sector. The study adopted content analytical method to review the works of concerned scholars on the subject matter. Interviews were granted by some health workers. The findings of the study showed that the anomalies noticeable in the sector is as a result of ineffective leadership and lack of innovative motivational ideas to direct the behaviour of health personnel to

goal directed actions that could improve the health conditions of Nigerian citizens. The study advocated the introduction of modern motivation tools to stimulate the employees as it has the potency to reduce protracted conflicts in the sector. This, to a large extent, will certainly enhance employees' job satisfaction and performance.

2.2.3 Training and Employee Performance

In the aspect of management, training and career development is the area responsible for structural activities intended at enhancing the performance as well as performance levels of members of the workforce in an organization. It can also be viewed as the act of acquiring knowledge including the relevant skills and qualifications by members of a workforce necessary for organizational growth and success (Bassanini, 2004). Mathis and John (2003) implied clearly that for a worker or group of workers to effectively carry out their responsibilities, there is a need to constantly train and develop workers. This is vital because workers who have been adequately trained and developed with the right educational qualifications and skills are capable of providing huge payoffs for their companies evident in their loyalty to the organization, sound knowledge and understanding of operations, improved performance levels and their contributions to overall stability and future success of the firm.

The goal of engaging workers in training is to create the kind of effect that persists and can be sustained far beyond the period or duration of the training activity or program itself. The emphasis is on taking precise actions, decisions, steps as well as commitments that focuses employee attention on integrating freshly acquired skills and concepts in the workplace. It refers to the organizations formal relentless effort and commitment in constantly improving the performance level as well as contentment of its workforce through various means of skill acquisition and educational programs. Presently, these

efforts in most companies have assumed an extensive and diverse form of applications ranging from trainings associated with specific highly skilled jobs to long term career growth. In recent times, training and career development has materialized as an official corporate function, a fundamental strategic tool used in enacting policies that aid in the achievement of an organization's vision, mission, goals and objectives. Furthermore, firms of different sizes have recognized the importance of training and have incorporated continuous learning and other features associated with training and career development as a way of supporting the progress of their workers and also as a means of securing highly skilled workers.

The value of workers and the continuous upgrade of their skills and qualifications through training is now widely accepted and viewed as a requirement in gaining employment opportunities and guaranteeing the profitability and future success of most organizations and businesses alike while promoting the right kind of workplace culture that sustains constant learning. Batram & Gibson (2000) suggested that training and career development aids businesses in attracting a pool of competent potential replacements for workers who may wish to leave or retire from active duty or be asked to assume a position with greater responsibilities. It also aids an organization in ensuring that it has the human capital required to sustain commercial growth and expansion. In addition, training can facilitate the utilization of progressive technologies even in smaller businesses thereby making it readily adaptable to a rapidly changing and constantly evolving competitive global environment. Training can also aid in boosting morale, effectiveness, efficiency, as well as improve the level of a worker's performance on the job. All of which are profitable, beneficial and is more likely than not to contribute positively and significantly to an organization's fiscal strength and vitality (Bassanini, 2004). Furthermore, most employers have found that educational and tuition aid assistance benefits are highly

desired by employees. These programs have been found to aid employee retention and recruitment. The program normally covers part or all expenses related to formal educational courses as well as degree curriculums, including the expenses associated with books and laboratory supplies (Mathis & John, 2003). An organization can also minimize the rate of unwanted worker turnover cut costs associated with staffing and training by utilizing the funds planned for the development of fresh inexperienced workers in retaining skilled and more experienced workers. Workers can be motivated to increase their level of performance when opportunities are provided for career advancement whether through formal education or skill acquisition programs. This creates an avenue to improve the skills and talents of the workforce while showing appreciation for their ambitions and the quality they bring to the firm. Therefore, it is important to note that sometimes a well-tailored training program can mean as much to a worker as an increase in pay. Such benefits are considered to be practical since it gratifies the workers and leads to an increase in performance and is probably not expensive when compared to a possible increase in pay (Harris, 2001).

Through adequate training workers are able to assess and benefit from those opportunities available for advancement in the hierarchy of the organization. This dimension is one that satisfies the psychological needs of the employee. These are opportunities for individual growth, greater and advanced roles and responsibilities as well as higher societal status. Promotion opportunities, when perceived as fair is more likely to result in job satisfaction (Altinoz, 2012; Hamidi, 2014; Lumley, 2011).

Sisnuhadi and Nasir (2013) investigated the role of training and development on worker performance. Questionnaire is used as a research instrument for the study because as it is the cause and effect based study. The population of the study consisted of the 43 college

principals in the 43 Colleges in Greater Manchester. The entire population was used for the study due to its manageable size, while a questionnaire was the instrument used for data collection. The researcher personally administered the questionnaire to the respondents through the post and mean and standard deviation were used to answer the research questions. The study indicates that there is significant relationship in the opinion of the male and female employees on how they perceive the association of the motivational factors. As the computed value is 0.991 this shows that training and development are highly positively correlated with performance.

Zameer, ALi, Nisar, and Amir, (2014) examines the effect of training and development and employees' organizational performance in the public sector workers in Nigeria. The authors identified factors that could guarantee job satisfaction on the part of the employees and also enhance job performance. The study was employed questionnaire through empirical survey in public and private sectors in Nigeria. The population of the study consisted of 277 subjects, comprising 150 and 127 senior staff of the two local governments in Abia State respectively. A sample of 100 subjects was selected for the study using simple random sampling technique. The instrument for data collection was a questionnaire developed by the researcher and tested for validity and reliability. Its reliability was ascertained using Cronbach's Alpha method. The researcher and eight research assistants administered the questionnaire to the respondents. Mean and standard deviation were used to answer the research question while the null hypotheses were tested with t-test statistic. The findings from the result of the study revealed that training and development has significant impact on the performance of local government employees in Abia State.

Azar and Shafighi, (2013) measured the effect of work motivation on job performance of employees in Islamic Revolution Housing Foundation, which has taken place in 2013. In this study, a sample containing 70 individuals was randomly selected according to Morgan table among the statistic population of 85 employees in Islamic Revolution Housing Foundation. Work motivation and job performance questionnaires were designed and the collected information was put into data analysis and hypothesis testing by using AMOS and SPSS software. The results show that the work motivation has a positive and significant effect on job performances of employees in Islamic Revolution Housing Foundation.

According to research conducted by Mosley, Megginson, and Pietri (2011), there are three levels of employees' motivations. The direction of an employees' behaviour. It relates to those behaviours which the Individuals choose to perform, the level of effort. It refers to how hard the individual is willing to work on the behaviour and the level of persistence. It refers to the individual's willingness to behave despite obstacles. They found that management can make use of different tactics, strategies and policies to motivate employees in work settings, but different tactics, strategies and policies would have a different motivational impact on diverse people.

Cherian and Jacob (2013) research aimed to perform a meta-analysis which analyses the individual research findings which pertain to the relationship between self-efficacy, employee motivation and work related performance of the organization. A wide range of search methodologies were examined by the researcher in order to identify relevant published and unpublished studies. As a result, most of the management scholars and experts are interested in this theory. This is found to be related to views in literature. A lot

of studies have concentrated on the student's learning efficacy with minimal focus on employees.

Hussain, (2011) presented an empirical study on relationship between motivation to training transfer and actual transfer of training on job. In this study, he examined that how much motivation to training transfer contribute in successfully transferring to the work place, the knowledge, skill and abilities acquired during training. The review highlighted that the transfer of training can be maximized through increasing motivation and enthusiasm in trainees to apply their knowledge and skill at their workplace. Data was collected from one of the top class universities of Pakistan, based in Islamabad and the targeted sample was the non-teaching staff of the University who had been receiving training relevant to their job. The study found impact of motivation to training transfer on training transfer was empirically examined and the study revealed that there was a significant positive relationship between the two variables.

Asim, (2013) explore the relationship between the reward and employee motivation with respect to employee performance with mediating of training. To explore the relationship between the promotion and employees' motivation with respect to employee performance with mediating of training. Data is gathering from all universities in wahcantt.30 questionnaires are distributed to each university, making a total of 150 questionnaires. But respondent is just 118 from all 150. All questions are based on the five likert scale. All are clear, simple and able to understand and float after the approval of the supervisor. All questionnaire distributed personal basis. The result indicates in the education sector motivation play positive results in the performance as well motivation increase as well as employee performance is increase. Our results also show the positive relationship.

Hafiza, Shah, and Jamsheed, (2011) examines the relationship between rewards and employee's motivation in the nonprofit organizations of Pakistan. Employees of three organizations (PERRA, World Vision and SUNGI Development Foundation) working in Khyber Pakhtonkhuwa province of Pakistan was taken as sample of the study. Self-designed questionnaire was used for data collection. 125 Questionnaires were distributed and 107 were returned, hence the response rate was 85.6%. The data was analyzed using the techniques of rank correlation coefficient and multiple regression analysis. The result concludes that there is a direct relationship between extrinsic rewards and the employee's motivation. However, intrinsic rewards found an insignificant impact on employee motivation. Rewards, Employee motivation, Non-Profit Organization (NGO).

EK and Mukuru, (2013) study sought to establish the effect of motivation on employee performance in the Public Middle Level Technical Training Institutions in Kenya. The study adopted a descriptive research design. Sample size was 315 targeting administrators, heads of department, teaching staff and non-teaching staff. A structured questionnaire with likert scale questions was used to collect data from the respondents. An interview was also conducted with the administrators and heads of department. The study used two content theories that explain the specific factors that motivate people and two process theories which are concerned about the psychological and behavioural processes that motivate an individual. Most employees in Public Middle Level Technical Training Institutions in Kenya nowadays hold diplomas and degrees in various disciplines of studies. The study found that employees are not satisfied with their pay and work environment. The study was conducted in one county and therefore cannot be generalized in other public and private institutions.

2.2.4 Promotion and Employee Performance

Drawing from theories of work motivation and public service motivation, Frank and Lewis (2004), examined public and private differences that might produce different levels of work effort in the two sectors in the United States. Their conclusions were as follows: Firstly, government and business offered different incentives for performance. Secondly, public and private workers seek different incentives. Thirdly, public and private workers differed in terms of personal characteristics that predict work effort.

Solomon, Hashim, Mehdi, and Ajagbe, (2012) examined the relationship between effects of employee's promotion on organizational performance has elicited a debate among personnel management professionals and academic Researchers over the years. This investigation however seeks to look into the effectiveness of employee motivation for enhanced organizational performance in multinational companies in Nigeria, especially the manufacturing sector. A survey of personnel of Cadbury Nig Plc was undertaken. A total of 100 self-administered questionnaires were distributed while 87 of them were returned. The data was collated and analyzed using simple Percentages and Pearson's Product Moment Correlation. The findings show provision of adequate motivation by Cadbury Nigeria Plc and improvement in employee performance and a positive correlation between employee performance. Senior managers are however advised to adapt continuous improvement in motivational programs as a core ingredient for enhanced employee performance.

Robert (2005), study revealed that the manager's job is to ensure the work done through employees are satisfied and the employees are self-motivated towards their work rather than just being directed. The manager's involvement is not so much important in the motivation of employees. The employees should motivate themselves to work hard. The major issue in all services organizations is the motivation of employees whether they are

skilled or unskilled or professionals. Employee motivation is also a major issue for the commercial banks. It is a today's challenge for the management in this competitive world to motivate employees to offer efficient and good services that customers expect so for. The employees' motivation, their enthusiastic and energetic behaviour towards task fulfilment play key role in successes of an organization to benefit.

Afful-Broni, (2012) examined the relationship between employee promotion and organizational job performance of staff at the University of Mines and Technology, Tarkwa and the leadership lessons to be derived. A sample of 200 respondents comprising 40 senior members, 60 senior staff and 100 junior staff was employed using the purposive and simple random sampling methods. Low monthly salaries and the general lack of motivation were the major factors that reduce morale for high performance at the University. The recommendations included the need to encourage the University Council and other stakeholders to support management in developing income generating programs internally to help provide adequate incentives and allowances for the staff of the University.

Devadass (2011) research presented findings of an integrative literature review related to employees' promotional practices in organizations. A broad search of computerized databases focusing on articles published in English during 1999–2010 was completed. Extensive screening sought to determine current literature themes and empirical research evidence completed in employees' focused specifically on motivation in organization. This literature reveals widespread support of motivation concepts in organizations. Theoretical and empirical literature confirmed motivation concepts are central to employees. Job characteristics, management practices, employee characteristics and

broader environmental factors are the key variables influence employees' motivation in organization.

Alhaji and Wan Yusoff, (2012) study was carried out to empower the employees to bring about a transformational change in their personal and professional lives in the organization. The methodology adopted was the review of literature based on past researches, on the motivational factors, organizational commitment and Organizational effectiveness. This study is expected to help organizations and also academics towards having an insight on how to successfully run a business in an organization whether public or private. It's now known as proven by research that motivated employees are satisfied and will increase their inputs to the highest level, and they will also contribute to the overall success of the organization.

Jayaweera, (2015) tested the relationship between work environmental factors and job performance with work motivation and the extent to which this relationship is mediated by work motivation among a sample of hotel workers in England. In this cross-sectional study, a questionnaire survey was conducted among 254 hotel workers at twenty-five chain hotels in Bristol, England. The results suggest that there is a significant relationship between work environmental factors and job performance and that work motivation mediates the relationship between working conditions and job performance. The results also suggest that there is a significant relationship between work motivation and job performance of the hotel workers. The results point to the importance of working conditions and work motivation in explaining job performance of hotel workers in the framework of work environmental conditions and job performance.

Olumuyiwa, Adelaja, and Oluwatosin (2012) research took a look at motivation, an engine for organizational performance, a case study of Lagos State University External System.

The study made use of primary data and questionnaires were distributed to one hundred and fifty resource persons (lecturers) in Lagos State University external system and Spearman's rank Correlation coefficient was adopted as the estimation techniques. The study revealed that motivation plays a major of role in affecting individual lecturers' performance in Lagos State University, external system and at the same time Job satisfaction does not enhance performance among the lecturer's in Lagos State University, External system, and that many resource person (lecturers) in LASU external system are not happy with the system and the way it is being coordinated, according to them, bad leadership.

Redling (2008) carried out a research where performance was measured by a 5year performance ranking that combined earnings growth and return on shareholders' equity. Using a randomly selected sample of 25 companies, he correlated each organization's ranked performance with its base salary growth with its salary-plus-bonus growth over 5 years. He found a correlation of .16 between base salary increase and firm performance and a correlation of .09 between salary –plus-bonus increase and performance, from which he concluded that there was little indication of the existence of performance-contingent pay plans in current top executive compensation.

2.2.5 Bonus Payment and Employee Performance

Manzoor, (2012) conducted a study on the effect of bonus payment on motivation and performance of workers. The general purpose of the study was to investigate the views of librarians on motivation, the level of satisfaction of librarians and the Effort the public university managements are making to motivate librarians from 2000 to 2011. Through literature Review, the concept of motivation and its effects on performance were discussed. The study group employees according to their motivation needs extracted from

the questionnaire and consequently to compile similarly motivated worker groups. Data was collected through survey using questionnaire. Mean and standard deviation was used to analyse the data while Cronbach coefficient was used to test the validity and reliability of the instrument. The result of the study showed that there is positive relationship between regular bonus payment and worker's motivation evidenced through workers' performance. This thesis will confirm the findings of Manzoor (2012) among hotel employees in Nigeria.

Muogbo, (2013) studied the effect of bonus payment on the motivational level of librarians in public Universities using a survey method, questionnaire was designed and distributed to seventy-two targeted librarians in six public universities in Ghana, out of this, sixty returned the duly completed questionnaire. The Questionnaire sought to identify intrinsic and extrinsic factors which motivate librarians and how it affects their performance. The study was guided by three research questions and it adopted a descriptive survey research design. The population of the study consisted of 108 librarians in six public universities in Ghana. Using a multi-stage sampling technique, 50% of the population was selected as sample for the study which gave a total sample of 54 respondents. The instrument for data collection was a researcher-developed questionnaire that was validated by two experts and tested for reliability using Cronbach's Alpha method of reliability estimate. Data for the study were collected by the researcher and six research assistants, while mean and standard deviation were used to answer the research questions that guided the study. The study revealed that the motivational level of librarians in public Universities in Ghana is high and that the motivational level affects majority of librarians positively. The public university managements have made some efforts to motivate librarians but they need to do more to improve the current situation. Alternatively, Curtis, Upchurch, and Severt (2015) explored motivational and organizational performance factors of tipped and non- tipped

restaurant employees when differentiated by gender. The data collected from employees of a nationally known branded restaurant chain were analyzed using the ANOVA procedure in an effort to determine if significant differences existed between the tipped and non-tipped employees relative to their level of motivation and organizational commitment. The results showed that limited differences exist for certain motivational factors and organizational commitment factors when employees were differentiated by tipped versus non-tipped employee status and by gender. The study concluded by offering management implications and suggestions for future research relative to implementing operational systems, policies and procedures that attend to restaurant employee classification difference as well as gender preference.

Raeespoor, Loghmani, Rashidi, Noshadian, Mohamad, and Ansari, (2015) study discussed and analysed the concept of motivation to evaluate and identify the benefits of employee motivation. The case study strategy was adopted because it enables a researcher to provide comprehensive outcomes based on the complex research question. The study found positive relationship between motivation and organizational performance. Gomes, Asseiro, and Ribeiro (2013) studied on how to predict employee motivation in organizations embedded in adverse bonus payment situations. One hundred and ten employees from fifteen stores of an organization from a sector of a clothing brand in Italy made up the sample of the study. 115 participants voluntarily answered to a survey questionnaire that contained measures of the study Variables. The hypotheses were tested using linear regression methodology. Empirical evidences showed that the quality of the organization-employee relation seems to be more important than the quality of the job-employee relation to explain employee's motivation. In addition, results suggest that when the workers recognize fairness in the organization's procedures, they feel stronger support from the organization and this has the ability to motivate them.

Dobre (2013) studied the drivers of employee motivation to high levels of organizational Performance in Europe. The literature showed that factors such as empowerment and recognition increased employee motivation. The study which was guided by three research questions and three corresponding null hypotheses adopted a descriptive survey design. The population of the study was 411 respondents. Simple random sampling technique was used to select a sample of 205 subjects for the study. A researcher-developed questionnaire was the instrument for data collection and it was subjected to validity and reliability tests. Its reliability was ascertained using Cronbach's Alpha method and the researcher and four research assistants administered the questionnaire to the target respondents. Mean and standard deviation were used to answer the research questions while t-test statistic was used to test the null hypotheses at 0.05 level of significance. The study found employee participation and empowerment do not only enhance efficiency, growth and innovation but they also increase employee motivation and trust in the organization. If employees feel appreciated for their work and are involved in decision-making, their enhanced enthusiasm and motivation will lead to better Performance and loyalty.

Uzonna (2013) tried to understand what prompts people, what influences them, and why they persist in particular actions. The study also intended to evaluate motivation of employees in the organization. This research work was carried out within the workforce of the Credit West Bank Cyprus; a centralized human resource department of the bank helped in conveying the questionnaire to the 13 branches of the bank, and 134 respondents were interviewed. This empirical study was carried out to identify the impact of monetary and non-monetary motivation on employee. The non-monetary motivation variables discussed include: Recognition, challenging work, advancement and opportunities, job autonomy, authority, job security, prestigious job titles and responsibility The monetary motivation

variables discussed included Fringe benefits, salary, bonuses, pensions, profit sharing and performance pay.

2.2.6 Effect of Employee Motivation on Performance in the Hotel Industry

Kingir and Mesci (2010) studied factors that affect hotel employee's motivation in Turkey, states that employee's performance and efficiency is among the factors that affect the success of these hotel businesses. Employees showing high rate of performance and working efficiently relates to their enough satisfaction of their job. Ensuring the continuous service quality is closely related with employee's satisfaction; especially in service sector employee's motivation is very important in terms of ensuring the continuous of service quality.

According to Jones (2005) motivating of employee's can be classified into two groups' external and internal factors. External factors are motivation based on working condition, waging, company's image, job guaranty, promotion, social environment and status. Internal factors can be defined as providing employee's satisfaction over business responsibility, ensuring opportunities for career shows that it has employee's job satisfaction. Salleh (2008), titled motivation and job performance among state government employees in Malaysia, aim of the study was to investigate the relationship between motivations towards state government employees.

Employee performance is considered as the measures of the quality of human capital which is held by the organization. According to (Habibah & Noran 1999), power motivation may be viewed either negatively or positively. Negative power motivation reflected the individual who want to influence and overpower others for his/her personal advantages. Positive power motivation plays an important role in improving the performance of the

organization. A study in South Africa titled Strategies to Improve the Level of Employee Motivation in the Fast Food Outlets in Cape Town, were conducted by Ukandu and Ukpere (2011). The study stipulated that motivation increases the level of performances of employees and also increases their commitment in the workplace. This implies that motivating workers is very important. Referring to the heading above, the researcher on fast food stipulates that workers are unique and have their individual needs, potentials, values and goals. Job satisfaction leads to job motivation. Therefore, when workers are satisfied, they tend to be motivated to work. The study proved that the rate of personal growth of the employees in their workplace was not satisfactory and associated low employee motivation to factors such as poor working conditions, poor managerial services and supervision and poor pay. Olaniyi (2013) studied on Effects of Job Stress and Motivation on Performance of Employees in Hotel Industry. Through the above study the researcher exploring the factors for job stress and factors that can cause motivation of employees to work under hotel industry. Further the study revealed the impact of job stress and availability of motivational factors of the performance of the employees in hotel industry. The study revealed that employees they consider monetary compensation as the dominant factor which motivates people to work. However; the study noted that employees under hotel industry complains that they are working under difficult situations, they work for long hours and the nature of hospitality and hotel industry is such that requires employees to face unpleasant experiences, makes employees to do hard work and asks employees to do jobs in odd hours.

From Kenya, Gay (2000) studied Work Motivation Factors of the Public Sector and Private Sector Convention Center Employees the researcher tried to analyse that for the purpose of motivating employees it is necessary to solve the physiological needs issues and from there the mind of the employees will be free from stress and they can work effectively. The

researcher adopted the Herzberg's theory, however he expressed that employer might be able to apply these motivational factors unilaterally entire workforce. Applying this knowledge and fashioning the employment atmosphere to better accommodate the motivational factors of the employee the employer becomes more desirable employment destination, retaining employees longer, and increasing performance and service at the same time (Herzberg, 1964). The study stipulates that there are many reasons why people are different and they have a preference for one work motivation over another. Among of those reasons are cultural backgrounds, age, experience, gender and type of a position can all have impact on the convention center employee.

Mohamedi (2013), on the study of impact of employee motivation on job performance in Tanzania banking sector, he stipulated that excellent services provided by employees can create a positive perception and ever lasting image of the customers. However, motivation of employees plays a major role in achieving high level of satisfaction among its customers. His findings showed that motivational packages to employees of TPB caused the bank to perform well. Moreover, the study insisted that salary increment has an impact on job performance, training, team working and good working conditions are among of the factors that motivate employees to work and facilitate performance.

Jagero (2012) studied the relationship between on the job Training and employee's performance in Courier Companies in Dar es Salaam, Tanzania. The study stipulated that employees are very crucial and expensive resource to any organization. The study mentioned that training has the direct impacts on employees' performance by generating benefits to both the employees and the organization, employees they work for through development of skills, knowledge, abilities, competencies and behaviour. The study proved that training of employees gets new tactics on how to finish their work in time and meet

deadlines and acquire more skills that will enable them to do their work better. Under this study reveals that training of employees leads to a better performance but literature review used was outdated such as 2009, 2000, 1999 and 1997. Another study was conducted by Mosoma (2014) titled Effect of Internal Customer Care on Employees Satisfaction in Tanzania's Small and Medium Hotel Industry Enterprises. The study was mainly aimed at examining the influence of internal customer care on employee's satisfaction Small and Medium Enterprises (SMEs) in Tanzania hotel business. To assess to which extent internal customer care mechanisms and strategies are related to employees' performance, also to determine whether there is a relationship between the state of customer care and employees job satisfaction). The study found that hotel owners and managers do not consider employees as first customer internally, therefore employees do not feel sense of belonging, social protection, participation and creativity which affect employee's satisfaction and performance in the hotel industry.

Rosenblatt (2003) insisted that employees who are happy at work tend to provide better customer service because they care more about their organization and other people including customers. Furthermore, there is a crucial need to understand the extent to which internal customer care, including inculcating a sense of belonging, social protection, participation; creativity and innovativeness affect employee satisfaction. These are crucial components since they constitute core determinants of employee's responsiveness to the needs and wants of external customers. The study states that hotel's in East African country needs to invest strategically in internal customer care as a way of augmenting and promoting external customer care.

From Zanzibar, Hassan (2011), studied the impact of training and development on the performance of administrative staff in the public sector organization the study stipulates

that employee training and development are typically associated with the improving of the performance, knowledge and skills of employees in their present job position. But according to Armstrong (2001) sets out three specific training objectives to the employees. The first objective is to help competences of employees and improve their performance. Second objective is to help people grow within the organization in order that, as far as possible, its future needs for human resources can be from within the organization. Third one is to reduce the learning duration for employees starting in new jobs on appointment, transfer or promotion, and ensure that they become fully competent as quickly and economically as possible. The study stipulates that training has been recognized to help employees in their current jobs and meet current performance requirements by focusing on specific skills required for the current needs. Critically, the study sample size was not enough which were 25 respondents so by using a small sample size like that it was difficult to get the required information.

Yu (1999) stipulated that for the reduction of labour turnover and retention of productive workforce, it is important for management to improve working conditions and motivate the employee appropriately. Management they required to comprehend the motivational processes and needs of human resources in various cultures, and they should consider that employees are very crucial and expensive resource to every organization including hotel. Moreover, motivation of employees can affect the performance of employees which in turn can affect the business, goodwill and reputation of the hotel (Ross, 2005).

Mohamedi (2013) noted that management of TBK does not take initiatives to motivate its employees in order to attain strategic plan of financial performance, capital growth, operational excellent and staff talents and skills. Olaniyi (2013) identified that the problem in hotel and hospitality industry was stress of work. This is one factor that casts its effect

on the performance of employees. The study insisted that people who are working under hotel industry declares that they are working for many hours, in a stressful way, with difficult and unpleasant ways with number of physical illness and physiological symptoms such as headaches, strokes, fatigue, heart attacks, indigestion, blood pressure and ulcers due to lack of motivation. Pulak (2012), insisted that the nature of hospitality and hotel business requires that employee face unpleasant experiences, make them to do hard work and expect employees to do jobs at odd hours. Moreover (Ricardo, 2007) goes further to explain that stress affects the ability of an individual to cope and it affects the perception of an individual about person abilities that he or she possesses.

Generally, studies conducted on the impact of motivation as it relates to workplace performance has drawn significant attention in the aspect of management; however, it has been basically disregarded by most establishments. This may be due to the fact that the concept of motivation is complex and relative in the sense that what may appeal to an individual may not appeal to another (Reilly, 2003). However, most organizations through the use of incentives seek out ways to motivate their work force. These incentives could be in form of good working conditions, work environment and compensation amongst others. Incentives are regarded as variable payments (monetary and non-monetary) made to workers or a team of workers based on the quantity of output or results attained. On the other hand, it can be seen as payments made with the purpose of stimulating workers' performance and performance levels towards achieving greater objectives (Banjoko, 2006).

Incentives can also be described as any compensation with the exception of basic wages or salaries that varies based on the capacity of the workforce to attain certain standards, such as predetermined procedures and stated organizational goals and objectives (Martocchio, 2006). Therefore, one can conclude that there is a link between motivation and

performance this is due to the fact that a lack of motivation leads to a decrease in performance and vice versa. Also, previous studies have revealed that at various points in time, low performance levels have been documented in virtually all establishments be it government or private sectors in Nigeria (Mbogu, 2001; Ezulike, 2001; Iheriohanma, 2006); also conclusions from further studies show that low levels of performance can be elevated if workers are provided with adequate motivation which may or may not be financial (Tongo, 2005).

In terms of performance, members of a workforce may vary in terms of how much value they bring to the organization, which is certainly not limited to the activities they perform but also how well they perform such activities; generally organizational performance is largely dependent on the level of performance of the workers and various departments that make up the organization. Therefore, it is imperative that organizations fairly reward their workforce based on relative performance and performance levels (Martocchio, 2006). However, for workers to perform at higher levels, the organization has a crucial part to play in ensuring that it highly motivates the members of its workforce in order to attract, retain, and improve performance levels of both workers and the organization as a whole (Reilly, 2003).

From different studies reviewed by Olaniyi (2013) on Effects of Job Stress and Motivation on Performance of Employees in Hotel Industry, Mohamedi (2013) on the study of Impact of employee motivation on job performance in banking sector, Mosoma (2014) on the study of effect of internal customer care on employees satisfaction in Tanzania's small and medium hotel industry enterprises Salleh (2008), on motivation and job performance among state government employees in Malaysia, Kingir & Mesci (2010) on the study of factors that affect hotel employee's motivation in Turkey.

Dar (2014) said one general agreement on various studies is that individual work performance (employee performance) is a relevant outcome measure in an occupational setting and assumed that what constitutes individual work performance differs from job to job. Dar et al., (2014) argued that employee performance is an abstract, latent construct that cannot be pointed to or measured directly. They said it is made up of multiple components or dimensions. These dimensions, in turn, are made up of indicators that can be measured directly. The study conclude that effort must be made to explicate the construct domain of employee performance and identify its dimensions and indicators. Whereas the dimensions may generalize across jobs, the exact indicators can differ between jobs.

However, past research has shown that low performance is recorded in almost all public sector organizations in Nigeria (Ezulike, 2001; Iheriohanma, 2006) and findings from other studies do reveal that the low performance associated with Nigeria's public servants could be raised if they are provided with some financial incentives.

Recent years have witnessed deep rooted influence of human resource contribution to organizational efficiency and effectiveness. It has been argued that successes in the highly competitive markets depend largely on human resources. Managers know that people make the critical difference between success and failure where business face international competition as creativity and innovation are essential to moving the business forward at the global stage. Employee commitment and a positive psychological contract between the employer and the employees are fundamental to improving performance (Tongo, 2005).

Suffice it to say that as long as organizations are established to pursue certain predetermined goals, motivational schemes must be introduced. The "must" implies that it

is non-negotiable. The argument is simple, organizational resources such as machines, capital, equipment and other factors of production cannot on their own lead to the realization of such goals. It is only with the ingenuity of human resource that such scarce resources could be harnessed and put into effective use so as to place the organization on the path of progress. In other words, the attainment of organizational goals through effective allocation and utilization of vital resources may be a pipe dream if the workforce are not adequately motivated in the workplace. The poor performance of government owned institutions in Nigeria in recent time could be attributed to utter neglect of the welfare of workers which is of paramount importance to them. The point being made here is that motivational schemes must be introduced in both private and public sector organizations for maximum results to be attained given scarce resources (Mbogu, 2001).

Effective motivational strategies elicit worker's commitment towards organizational goals. Motivation has been found to be important tool employed to get the workforce seriously committed to the vision and mission of any organization which in both short and long-run nosedives into performance and effective service delivery. This is so because most of the personal needs of workers which could have been sources of distraction or loss of concentration in the performance of duties would have been adequately taken care of by effective motivational schemes (Locke 2008). In this circumstance, the workers are wholly concerned with how best to contribute their quota towards organizational progress.

There is a strong link between motivation especially incentive schemes and healthy competition among the workforce which is crucial for organizational performance. The perception that impressive effort attracts special rewards could stimulate workers in an organization to put up commendable efforts so as to outshine their colleagues in order to win impressive rewards. The healthy competitions among workforce result in overall

impressive performance by the organization. Motivation is essential to performance in that it induces goal directed behaviour among workforce (Uzonna 2013). With effective application of motivational techniques which incorporates differing needs and aspirations of workers, there are tendencies that it could encourage and sustain certain behaviour beneficial to attainment of organizational goals and discourage such behavioural pattern inimical to the organization.

Motivation is central to the enhancement of job satisfaction among employees. Provision of right motivational techniques to workers as at when needed encourages the workers to experience innermost happiness and joy in the service of their organizations. This serenity of mind makes job enjoyable and elicits firm commitment among the workforce to the pursuit of the ideals of the organizations. It is a truism that when employees are adequately motivated, it will certainly lead to organizational performance, as it conditions them to be poised to perform well. The job satisfaction and performance improvement will be beneficial to both employers and employees (Nwokuwu 2015).

Incentive scheme is a compensation that is put in place to recognize and encourage specific achievement by workers in an organization. The bottom line of any incentive package is to stimulate and sustain desired goal directed behaviour in employees. To Ude and Coker (2012), incentive schemes are special package designed specifically for the purpose of encouraging high performance. It tries to bring an aspect of pay to job performance to encourage optimum performance. It provides extra money for achievement in terms of contribution. For incentive scheme to be effective in achieving worthwhile goals, it has to be aligned with behaviour that could help in achieving organizational goals. Examples of incentive programmes include: cash incentives, special benefits, recognition, special opportunities, piece rate, commission, profit sharing, gain sharing, golden handcuffs, share ownership, etc. Journalists, artistes and other media workers in the radio

stations should be provided with the above incentive schemes in recognition and appreciation of their extra efforts in achieving a better informed citizenry.

According to Dobre (2013), the main purpose of incentive schemes is to increase performance in the organization. Specifically, the purpose of incentives in any organization according to Ude and Coker (2012) is to:

- a. Improve motivation
- b. Tie pay to performance
- c. Recognize differences in employee performance
- d. Increase competition among employees
- e. Attract and retain productive employees
- f. Reduce absenteeism
- g. Reduce idle time
- h. Reduce or control costs
- i. Utilize equipment more effectively
- j. Relate increases in compensation to increases in performance
- k. Avoid additions to employees
- l. Create uniform processing costs
- m. Direct efforts towards achieving organizational objectives and so on.

The study conducted by Mohamoud, (2009) on “The role of Work Motivation on employee performance” ranked 10 rank orders of motivation factors, 20.9% ranked job satisfaction “as the most important motivational factor. In fact, it was the most popular number one motivational factor across all the categories and subgroups in this research. The remaining 79.1% was shared among the 9 other factors while 1.7% ranked possibilities in layoffs occupying the 10th position as the least important motivational

factor. The second highest ranked factor was “promotion/expectation representing 18.2% of the total respondents, followed by Team spirit 13.6%, Good working environment 13.65% respectively.

Again, Findings based on four age groups were analysed; 20 years or under, 21-25, 26-30, 31 and above. The ranking of the top five motivational factors was similar among these subgroups. For example, all different groups although ranked slightly different between the different age groups, ranked all high job satisfaction, expectations/promotions, team spirit, good working environment and positive recognition among the top five factors. However certain other factors between the different age groups were ranked differently. Good wages were given higher importance (ranked 5th) by the age group 21 and below 6th by 21-25 9th by 26-30 and 6th by 31 and above (Ude & Coker 2012).

Khan (2011) studied the impact of motivation on job satisfaction and employees’ performance: An empirical study of autonomous medical institution of Pakistan” cited Nanda and Brown (2007) have investigated the important employee performance indicators at the hiring stage. They concluded that level of job satisfaction and motivation affects the employee’s performance. The high performer demand attractive packages from the employers. And now it becomes predicament for the human resource experts to retain the performer Sumita, (2004). The low level of job satisfaction adversely effects on the employee commitment and sequentially effect the achievement of organizational objectives and performance.

According to Hussain (2011) at some point during our lives, virtually every person may have to work. He claims that working is such a common phenomenon that the question “what motivates people to work is seldom asked. Wiley went on to say that “we are much more likely to wonder why people climb mountains or commit suicide than to question the

motivational basis of their work”. Therefore, exploring the altitudes that employees hold concerning factors that motivate them to work is important to creating an environment that encourages employee motivation.

Chowdhury, (2007) also demonstrate that positive achievement motivation behavior produces strong intrinsic motivation among the employee. Generally speaking, employees’ work and performance can be more positively influenced by emphasizing leadership behavior due to the unstructured nature of works, where employees seek greater autonomy Tyagi, (2006). Supervisory behavior strongly influences employees’ motivation and work performance. It is, however, to be noted that employee’s perceptions of supervisory behaviors have considerable impact on their motivation and work performance. The two supervisory behaviors investigated, the more important one is supervisor’s using positive methods of motivation for their sales force. Determining salient rewards based on employees’ perceptions, monitoring their intrinsic and extrinsic motivations regularly by their immediate supervisor will positively affect their work motivation and performance Tyagi, (2006). All these imply that creating a positive environment through encouragement and positive reinforcement of work behaviour will improve employees’ work motivation and performance.

Despite of the above studies, there is no researcher who directly explores the role of motivation on employee’s performance in hotel industry in north central states of Nigeria. Different researchers tried to relate motivation with other variables and majoring with different industries and institutions and not in hotel industry; so the study is intended to address the identified knowledge gap and filling them.

2.3 Theoretical Framework

Effect of employee motivation on organization performance has been discussed by many scholars and propounded different theories to determine how effective an employee can be motivated to perform excellence in the workplace. As a results, some of these theories are discussed hereunder.

2.3.1 Abraham Maslow Theory

Abraham Maslow (1954) attempted to synthesize a large body of research related to human motivation, prior to Maslow, researchers generally focused separately on such factors as biology, achievement, or power to explain what energizes, directs, and sustains human behaviour. Maslow posited a hierarchy of human needs based on two groupings: deficiency needs and growth needs. Within the deficiency needs, each lower need must be met before moving to the next higher level. Once each of these needs has been satisfied, if at some future time a deficiency is detected, the individual will act to remove the deficiency.

Maslow's needs hierarchy theory is one of the most popular theories of work motivation in our time but it was not always so. Though the theories were introduced in the mid-1940s and until 1950s, it remained primarily in the realm of clinical psychology where Maslow did most of his development work. However, as more attention began to be focused on the role of motivation at work, Maslow's need matching theory emerged in the early 1960s as an appealing model of human behaviour in organizations. And as a result of its popularization by Douglas McGregor (1960, 1967), the model became widely discussed and used not only by organizational psychologists but also by managers.

As early as 1954, Maslow discussed two additional needs in his work, namely, cognitive and aesthetic. Cognitive needs are the needs to know and understand and these examples include the need to satisfy one's curiosity, and the desire to learn. Aesthetic needs include the desire to move toward beauty and away from ugliness. These two needs were not however included in Maslow's hierarchical arrangement and have therefore been generally omitted from discussions of his concepts as they relate to organization settings. Maslow developed the theory that human beings are motivated, i.e., stirred to action by their needs. He contrasted 2 broad categories of human motives – 'growth motives' and 'deprivation motives' The first kind is characterized by a push toward actualizations of inherent potentialities, while the other is oriented only toward the maintenance of life, not its enhancement.

Abraham Maslow further explained that deprivation motives are arranged in a developmental hierarchy. They are five in number and structured - (i) Physiological needs. These include homeostasis (the body's automatic efforts to retain normal functioning) such as satisfaction of hunger and thirst, the need for oxygen and to maintain temperature regulation. Also sleep, sensory pleasures, activity, maternal behavior, and arguably sexual desire. (ii) Safety needs. These include safety and security, freedom from pain or threat of physical attack, protection from danger or deprivation, the need for predictability and orderliness. (iii) Love needs (often referred to as social). These include affection, sense of belonging, social activities, friendships, and both the giving and receiving of love. (iv) Esteem needs (sometimes referred to as ego needs). These include both self-respect and the esteem of others. Self-respect involves the desire for confidence, strength, independence and freedom, and achievement. Esteem of others involves reputation or prestige, status, recognition, attention and appreciation. (v) Self-actualization needs. This

is the development and realization of one's full potential. Maslow sees this as: 'what humans can be, they must be', or 'becoming everything that one is capable of becoming.

Self-actualization needs are not necessarily a creative urge, and may take many forms, which vary, widely from one individual to another. The normal person is characterized by spontaneity, creativeness and appreciation of others. People who fail to achieve self-actualization, he says, tend to be hostile and disastrous. Maslow conceived a human being developing the five groups of needs, in sequence, from one to five. The survival needs are present at birth. During childhood, one becomes aware of each of the higher groups of needs. A man takes all five needs to work. The manager who wishes to motivate his management subordinates is faced with the fact that his subordinates are attempting to satisfy all five levels of needs.

If a man experiences nagging insecurity, because redundancies are being anticipated or because He feels there is an absence of order and equity in the organization (which would be caused by an irrational wage or salary structure), he will not be interested in the organization's policies and plans designed to assist him in fulfilling higher needs. If he cannot see an easy, straightforward way to satisfy these needs, he is liable to behave irrationally, obstructing or sabotaging the work of the firm or organization, breaking work agreements and going on strike. Maslow's hierarchy of needs is widely accepted as a convenient simple analysis of human motivation and which can assist us, therefore, to understand why men behave the way they do in given situation and to anticipate how they will behave in future situations. Based on Maslow's theory, once lower level needs have been satisfied (say at the physiological and safety levels) giving more of the same does not provide motivation. Individuals advance up the hierarchy as each lower-level need becomes satisfied. Therefore, to provide motivation for a change in behaviour, the

manager must direct attention to the next higher level of needs (in this case, love or special needs) that seek satisfaction.

However, there are a number of problems in relating Maslow's theory to the work situation. These include the following: People do not necessarily satisfy their needs, especially higher-level needs, just through the work situation. They satisfy them through other areas of their life as well. Therefore, the manager would need to have a complete understanding of people's private and social life, not just their behaviour at work. There is doubt about the time, which elapses between the satisfaction of a lower-level need and the emergence of higher-level needs. Individual differences mean that people place different values on the same need. For example, some people prefer what they might see as the comparative safety of working in a bureaucratic organization to a more highly paid and higher status position, but with less job security, in a different organization.

Some rewards or outcomes at work satisfy more than one need. Higher salary or promotion, for example, can be applied to all levels of the hierarchy. Even for people within the same level of the hierarchy, the motivating factors will not be the same. There are many different ways in which people may seek satisfaction of, for example, their esteem needs. Maslow viewed satisfaction as the main motivational outcome of behaviour. But job satisfaction does not necessarily lead to improved work performance. Onah (2008) undertook an examination of Maslow's need hierarchy theory in an organizational setting. This was a longitudinal study, over a five-year period, of 49 young managers in the American Telephone and Telegraph Company.

The top four levels of Maslow's hierarchy were used, with physiological needs excluded. An attempt was made to test the developmental change aspect of Maslow's theory. Researchers conducted lengthy interviews, each year, with the managers. Part of the study

involved an analysis, for each, of a comparison between the satisfaction score for one need with the strength score of the next higher level need. Independent coders undertook the comparison. Although a positive relationship was found between need strength and need satisfaction, there was only a low statistical significance. Onah (2008) suggest the results indicate needs changed more because of developing career concern than the strength of need satisfaction. This study appears to provide only very limited support for the developmental theory of Maslow. Lawler and Suttle undertook a somewhat similar study on 187 managers in two organizations. They used different samples and somewhat different methods of analysis from Onah (2008). But, again, although some positive relationship of Maslow's theory was found, there were few findings of statistical significance.

Maslow's theory is difficult to test empirically and has been subject to various interpretations by different writers. Reviews of the need hierarchy model suggest little clear or consistent support for the theory and raise doubts about the validity of the classification of basic human needs. However, it is important to stress that Maslow himself recognizes the limitations of his theory and did not imply that it should command widespread, empirical support. He suggested only that the theory should be considered as a framework for future research and points out: 'it is easier to perceive and to criticize the aspects in motivation theory than to remedy them.' Although Maslow did not originally intend that the need hierarchy should necessarily be applied to the work situation, it still remains popular as a theory of motivation at work. Despite criticisms and doubts about its limitations, the theory has had a significant impact on management approaches to motivation and the design of organizations to meet individual needs. It is a convenient framework for viewing the different needs and expectations that people have, where they are in the hierarchy, and the different motivators that might be applied to people at

different levels. The work of Maslow has drawn attention to a number of different motivators and stimulated study and research. The need hierarchy model provides a useful base for the evaluation of motivation at work.

2.3.2 Frederick Winslow Taylor Theory of Motivation

Frederick Winslow Taylor (1856 – 1917) put forward the idea that workers are motivated mainly by pay. His Theory of Scientific Management argued the following: Workers do not naturally enjoy work and so need close supervision and control. Therefore managers should break down production into a series of small tasks, workers should then be given appropriate training and tools so they can work as efficiently as possible on one set task and workers are then paid according to the number of items they produce in a set period of time- piece-rate pay. As a result, workers are encouraged to work hard and maximise their performance.

Taylor's methods were widely adopted as businesses saw the benefits of increased performance levels and lower unit costs. The most notable advocate was Henry Ford who used them to design the first ever production line, making Ford cars. This was the start of the era of mass production. Taylor's approach has close links with the concept of an autocratic management style (managers take all the decisions and simply give orders to those below them) and Macgregor's Theory X approach to workers (workers are viewed as lazy and wish to avoid responsibility). However, workers soon came to dislike Taylor's approach as they were only given boring, repetitive tasks to carry out and were being treated little better than human machines. Firms could also afford to lay off workers as performance levels increased. This led to an increase in strikes and other forms of industrial action by dis-satisfied workers.

2.3.3 Frederick Herzberg Theory of Motivation

Frederick Herzberg (1923) had close links with Maslow and believed in a two-factor theory of motivation. He argued that there were certain factors that a business could introduce that would directly motivate employees to work harder (Motivators). However, there were also factors that would de-motivate an employee if not present but would not in themselves actually motivate employees to work harder (Hygiene factors). Motivators are more concerned with the actual job itself. For instance, how interesting the work is and how much opportunity it gives for extra responsibility, recognition and promotion. Hygiene factors are factors which 'surround the job' rather than the job itself. For example, a worker will only turn up to work if a business has provided a reasonable level of pay and safe working conditions but these factors will not make him work harder at his job once he is there.

Importantly Herzberg viewed pay as a hygiene factor which is in direct contrast to Taylor who viewed pay, and piece-rate in particular Herzberg believed that businesses should motivate employees by adopting a democratic approach to management and by improving the nature and content of the actual job through certain methods. Some of the methods managers could use to achieve this are:

- i.) Job enlargement – workers being given a greater variety of tasks to perform (not necessarily more challenging) which should make the work more interesting.
- ii.) Job enrichment - involves workers being given a wider range of more complex, interesting and challenging tasks surrounding a complete unit of work. This should give a greater sense of achievement.
- iii.) Empowerment means delegating more power to employees to make their own decisions over areas of their working life.

2.3.4 Analysis of Motivation Theories in Relation to Performance

The Abraham Maslow's Hierarchy of Needs, Douglas McGregor's Theory X and Theory Y and Fredrick Hertzberg's Motivation Hygiene theories are comparable as they all seem to approach motivation from a similar perspective, and emphasize similar sets of relationships. To Maslow, the motivation forces behind the worker are the higher-level needs which are rarely satisfied. According to Hertzberg, many employers waste their precious time trying to motivate. However, the factors must be in existence to neutralize dissatisfaction before the satisfiers can be applied to promote motivation. McGregor's approach to motivation is based on the assumption that only attitudes based on Theory Y can motivate workers. Maslow's three lower-level – physiological, safety and social – are relatively satisfied in industrial society. Since a satisfied need is no longer a motivator, they now play the one of Hertzberg's hygiene or maintenance factors; on the other hand, the two higher-level needs – self-esteem and self-actualization – which are rarely satisfied, act the same way as Hertzberg's satisfiers. McGregor's Theory Y has some similarities with Maslow's and Hertzberg's theories of motivation. McGregor assumes that the employee desires a maximization of his esteem and actualizing needs.

The expectancy theory on the other hand states that people will be motivated to do things to achieve some goals to the extent that they expect that certain actions on their part will help them achieve the goal. According to this theory, a person's desire to produce at any given moment depends on that person's perception of the relative worth of performance as a path to the attainment of those goals. The strength of a person's belief that he can achieve what he intends to achieve determines the level of his motivation to perform the act. Robbins contrasts the expectancy theory with the human relations theory of motivation. The latter views a satisfied worker as a productive worker whereas the former views performance as a means to satisfaction, and a productive worker as one hoping to be

satisfied. The expectancy theory sees high performance as a means to a goal – the satisfaction of the worker. If, on the other hand, workers see low performance as a means to achieve their goals, they will tend to be low producers (Robbins, 1976).

The Vroom's expectancy theory of motivation which states that performance can be thought of a multiplicative function of motivation and ability, example $P = (M \times A)$. Motivation in turn varies with the valence (V) or attractiveness of outcomes upon the performance for that task, and the instrumentality (I) of performance for attaining the outcome. Vroom is simply saying in precise mathematical language that motivation depends not just on the outcome desired by the worker, but also on the instrumentality of effort, that is the relationship perceived by the worker between his and others' previous efforts and the desired outcome.

According to Wanyama (2010), the Expectancy Theory is a process theory developed which basically concentrates on the outcomes. What Vroom explained in his theory is that fact that in order to motivate employees or people the effort put in by the employees, the performance generated and motivation must be linked to one another. According to Vroom employee expectations can affect an individual's motivation. Therefore, the amount of effort employees exerts on a specific task depends on their expectations of the outcome. Vroom contends that employees ask three basic questions committing maximum effort to a task: (1) Can I accomplish the task? (2) If I do accomplish it, what's my reward? (3) Is the reward worth the effort?

Building on the Vroom model, Ejiofor (2007) identifies four critical variables in worker motivation. They are; the ability of the worker (A), attractiveness of the rewards of working (Valence), causal relationship between effort and rewards (instrumentality) and the existence of infrastructural support (Tools). Regarding the effects of these variables on

motivation, each of them has a direct relationship with motivation. He argued that when holding workers' ability, attractiveness of the reward and infrastructural support constant, only an incentive system based strictly on perfect instrumentality can keep worker motivation at optimum. He submits that perfect instrumentality is a missing link in Nigerian organizations.

However, according to Ejiofor (2007), it is only compensation or reward system based strictly on perfect instrumentality can keep worker motivation at optimum. In other words, Vroom basically proposed three variables which in turn were vital to motivate employees. They are basically expectancy, instrumentality and valence. By any chance if employees happen to believe that any one of the three is not available, then Vroom states that the employees are unlikely to be motivated. In other words, as Vroom sees it, it is right to say that in order to motivate the employees all of above three have to be achieved by the organization. Expectancy theory does note that expectation varies from individual to individual. Employees therefore establish their own views in terms of task difficulty and the value of the reward.

2.3.5 Application of the Motivation Theories to Nigerian Work Environment

A general review of the literature on motivation reveals that people do not agree on a generally acceptable classification of human needs. There is general agreement, however, on the existence of classes of needs. The physiological, biological or basic needs which require satisfaction for survival and the psychogenic, social or secondary needs which appear after the biological needs have been reasonably satisfied.

In Nigeria, as well as other pre-industrial countries where the level of education is low and where skilled manpower is in short supply, the highest level of aspiration of many workers

remains within the range of satisfying the lower level needs, according to Maslow's classification. However, to people who have no chance of moving up their occupational or professional ladder, the complete satisfaction of their basic biological needs may represent a level of self-actualization. This is not a contradiction of Maslow because he maintained that when one level of need is reasonably satisfied, another need will arise to take its place. There is no end to this until all human needs are satisfied.

The issue raised by Herzberg as to whether money can be continually used as a motivator is relevant here. Herzberg has postulated that if people are paid a wage they perceive as fair, paying them more would not increase their performance or morale. Unfortunately, the acquisition of wealth is a form of self-actualization for most Nigerian workers and many others all over the world. For those people, money can be said to satisfy the basic physiological and security needs. It can also help to satisfy some of the egoistic needs as it has become a status symbol indicating a culmination of other successes in life. In Herzberg's motivation hygiene theory, money was counted as a job dissatisfier rather than a job satisfier. According to this theory, monetary system can at best produce occupational or industrial harmony but have little potential for motivating higher levels of production.

The expectancy theory challenges some of the conclusions of the Herzberg theory on the basis that many organizations do not have adequate linkages between performance and reward. There is no doubt that if employees perceive that their rewards are geared to their performance, rewards or pay will act as effective motivator. The expectancy theory maintains that there must be direct linkages between actual performance and pay and that employees who are exhibiting high levels of performance should receive high pay and those producing less should receive less. The expectancy theory goes to another extreme

to hypothesize that if employees become aware of an overpayment, their discomfort and guilt will lead them to higher levels of performance to merit the pay. In the Nigeria environment, there are few such guilt consciences, and people easily justify such rewards. On the other hand, the under-rewarding of performance kills motivation and its effects on morale are more lasting than overpayment.

2.3.6 Motivation Theories Relevant to this Study

Several theories on the concept of motivation has been conceptualized decades ago namely content and process theories. Content or need theories are centered on the needs of a workforce while process theories focus more on behaviours associated with the workforce. According to Abbot and Doucouliagos (2003), content theories tend to acknowledge the basic necessities, incentives and the task or job itself as significant elements that contribute to job contentment while examining the internal factors influencing the conduct of members of a workforce. Examples include Maslow's hierarchy of needs theory, Herzberg's two-factor theory, McClelland's theory and Alderfer's ERG theory. Burns (2015) suggested that process theories try to describe how behavior is stimulated, directed, maintained and stopped. There are four main types of process theories namely Reinforcement, Expectancy, Equity, and Goal setting. However, only Maslow's need theory, Herzberg's two-factor theory and Vroom's expectancy theory are considered in this study.

2.3.6.1 Abraham Maslow's Hierarchy of Needs Theory

In the book titled Motivation and Personality, Abraham Maslow a distinguished psychologist postulated the Hierarchy of Needs theory (Maslow, 1954). He Stated that human needs can be categorized into five groups and that these groups can be organized in

a pecking order ranging from the most important to the least important. These comprised needs such as basic or physiological, safety, belongingness, esteem as well as self-actualization needs. He was of the opinion that an individual is primarily motivated to fulfill physiological needs first before considering others. This is because physiological needs otherwise known as basic needs are essential for an individual's survival. As such once these basic needs are fulfilled they are no longer perceived as primary motivational elements by the individual who now moves up the hierarchy seeking to fulfill safety needs. The process lingers pending when self-actualization needs are fulfilled. In a workplace, the logic to a certain extent is quite reasonable as workers who lack essential needs for continued existence such as food, air and water will barely be able to make any significant impact on performance as such would put in little effort at work.

In support, Jennifer and George (2006) agreed that individuals from all walks of life strive to gratify five elementary needs: physiological needs, safety needs, belongingness needs, esteem needs and self-actualization needs. They claimed that these needs form a hierarchy with the most fundamental need that is physiological and safety needs situated at the lowest part of the hierarchy (Jennifer & George, 2006). They were of the notion that needs at the lowest-level should be satisfied before greater needs can be satisfied.

This theory focuses on the notion that individuals are driven by unfulfilled needs, and that the fulfillment of needs at the bottom end of the pyramid only leads to the pursuit for the fulfillment of those at the higher end (Maslow, 1954). This theory suggested that for an individual to behave in an unselfish manner, every need has to be fulfilled that is both deficiency and growth needs. Therefore, in as much as individuals are interested in satisfying their desires, they are advancing towards growth, which is self-actualization.

In the business setting, this implies that if workers are unable to satisfy their desires, there would be a loss of morale to work and perform excellently in the discharge of their jobs to the organization. Maslow believed that needs can't be fully satisfied citing that needs that are more or less achieved stops to be a motivator. Therefore, managers in a bid to improve performance need to recognize the position of members of its workforce in relation to the hierarchy so as to be able to motivate them accordingly bearing in mind that motivational tools should be tailored to meeting their desires (Robbins, 2001).

This theory presents businesses particularly in the area of management, an understanding of those elements that arouse or affect a worker's behavior and work performance levels within a corporation. The theory posited that individuals have diverse needs that are active at different times and that only unfulfilled needs can affect behaviour (Obikeze, 2005). Therefore, in order to adequately motivate employees at their place of work, managers are obligated to ascertain and understand the present needs of their workforce. Maslow's model specified basically that needs at the lower end such as physiological and security requirements must be fulfilled before the pursuit of those top level motivators such as esteem and self-fulfillment. Abraham Maslow proposed the theory called hierarchy of needs theory. Maslow believed that within every individual, there exists a hierarchy of five needs and that each level of need must be satisfied before an individual pursues the next higher level of need. The five levels of needs, according to Maslow are:

Physiological needs: represents those needs at the lower end of the pyramid which is also referred to as basic human needs. They involve the necessity to ensure satisfaction of the basic natural drives like food, air, water and shelter. Maslow is of the notion that organizations must provide workers with salaries or payments that assists them in meeting expenses associated with suitable living standards. James and Stoner (2009) also suggested

that managers can aid in satisfying these needs by ensuring that workers pay are enough to assist them in catering for their needs sufficiently.

Safety needs: this is the need for security constituting the need for safety, freedom from any form of injury be it physical, mental or fiscal terms. Such needs are stimulated after basic survival needs have been achieved. They refer to a worker's desire for safer and favorable work settings without any prospective fears or injuries. Businesses try to gratify such desires by providing their workforce with safety kits like helmets, health and well-being initiatives, safety equipment, safety wears and boots etc. The logic is to make sure workers are inspired to perform well and discharge their duties successfully devoid of tension or injury in a setting they assume to be secure. Executives can aid in catering for these needs by providing adequate job security, health aids and safer work surroundings.

Belongingness needs: describes the desire of the workforce for a sense of belonging, approval, rapport and love. They are initiated after security requirements are fulfilled. These needs create room for members of a workforce to be associated and bond with themselves. Workers are moved to perform well in their jobs when there is a feeling of acceptance. By stimulating interactive relations among workers, organizing collective gatherings like holiday get-togethers' management can aid in satisfying those needs.

Esteem needs: focuses on the needs of workers to be cherished and appreciated. It involves a worker's longing to be acknowledged and to have self-respect. When workers are elevated and recognized in their numerous work achievements, these kind of needs are fulfilled. Maslow stated that this type of needs are triggered after belongingness needs are gratified. Workers for example are moved to perform well if they are given awards for notable attainments in their jobs.

Self-actualization needs: is a worker's desire to attain self-satisfaction and individual growth. It is the desire of workers to evolve and make the most of their potentials. The idea is for workers to be driven to put in their best performances for the organization as long it provides room for them to attain self-satisfaction in their areas of expertise giving them the chance to be all they can be. Self-actualized workers represent prized resources to an organization and management can aid in satisfying this need by providing prospects for workers to utilize their skillset and talents to the maximum.

The aforementioned needs comprises Abraham Maslow's hierarchy of needs from the lower levels to the higher levels. He stated that people would attempt to placate those needs that are of utmost priority to them first. Employers in a bid to maximize workers performance have to seek ways to gratify their needs. This is because workers are only interested in performing well if their wants are well catered for.

2.3.6.1.1 Critique of the Theory

Maslow suggested that if individuals are nurtured in places where their necessities aren't met, the probability that they will function healthy is unlikely compared to individuals whose needs were met given the environment they were brought up. Investigations challenging Maslow's theory has backed the distinctiveness existing amongst the basic or deficiency needs and the growth needs but show that not everyone has the ability to gratify their growth desires on the job. Based on findings from previous studies, managers at strategic levels or higher echelons of an organization are capable of satisfying both their growth and deficiency needs while those at operational or functional levels have the ability to gratify mainly their basic needs on the job.

Maslow's theory is yet to receive tremendous backing with regards to the precise concept it suggests (Greenberg & Baron 2003). To them; his ideology seems to address the attitude of employees towards their job. They are of the opinion that his proposed theory is particularly ideal in defining the behaviour of personnel whose growth needs are respectively high. Also workers who do not fancy the ideology of an increase in growth needs may not appreciate any functional response to their work.

Centers and Bugental (2007) in one of their studies postulated that a worker's upbringing, altitudes and ambitions has an influence on a worker's needs, hopes as well as approach in evaluating situations. Also they identified three main reproaches associated with the need theory. (1) Inadequate experimental data to sustain their deductions (2) the assumption that personnel are identical, and (3) the said theory is not associated with the concept of motivation but are relatively principles of job fulfillment. This opinion was also shared by (Lawler, 2003).

Lawler (2003) in criticizing the theory of needs stated that his argument was that the concept made certain impractical assumptions concerning personnel such as (1) workers are identical (2) circumstances are similar and (3) there is an ultimate way of meeting needs. Basset-Jones and Lloyd (2004) also shared a common opinion.

Basset-Jones and Lloyd (2004) opined that most detractors of Abraham Maslow's theory believe that it is common and also a consequence of the nature and emotions of workers to take recognition for meeting their needs and to express frustration on those not fulfilled. Although Maslow's theory was able to establish the fact that individuals have needs, it has failed to provide an acceptable linkage amongst specific need fulfilment and the realization of an establishment of goals and objectives. Also it doesn't really provide solutions

associated with the complications of personnel differences in motivation. This can only be done when process or mechanical theories are considered (Assam, 2002).

Abraham Maslow was commonly criticized because of his methodology. His selection and study of a small number of individuals that he himself acknowledged to be self-actualized leading him to draw conclusions or make generalizations about the concept of self-actualization did not sit well with his critics and called his methods into question. This is because such methods did not seem scientific in any way as it lacked systematic approach of carrying out a valid research. Also his ideology that lower needs be fulfilled before considering self-actualized needs while it may hold true in most cases were not justified in other cases as were seen in a few exceptions. These include individuals who were unable to cater for their deficiency or lower needs but were able to at least reveal or fulfill certain aspects of their self-actualization needs. Most of these individuals comprise several notable artistes, writers, poets, philosophers etc. Some like Galileo, Rembrandt, Toulouse Lautrec and van Gogh amongst others were said to have suffered from poverty, mental illness violent childhood, and depression.

Furthermore, the calibre of people Abraham Maslow considered for his study was called into question. This is because they represented a class of people that were close to perfect. Envision a person that matches the following picture: loving, fair, genuine, stress-free, independent, natural, resourceful, brilliant and pleasant. This kind of people are considered a rare breed as opposed to those we have today. As such he studied the likes of Lincoln, Einstein, Roosevelt Eleanor and others who represented his description of the best. Noe (2006) argued that Maslow provided a logical explanation for the self-centred individualism witnessed in the past two decades. He believes that the theory with respect to self-actualization needs encourages individuals to seek after self-gain without considering

the welfare of others who probably still haven't satisfied their physiological needs. However, he failed to realize that Maslow's ideology for individuals in pursuit of self-actualization comprised of individuals who were not in any way threatened by deficiency needs and were capable of helping others.

It is possible that Abraham Maslow was too positive in judging human nature and character. His notion of an inborn positivity is difficult to receive today with all the happenings of crime and violence all over the globe. Definitively humans are more than capable of exhibiting some form of goodness as Maslow envisioned but history has proven time and again that being reliable, devoted and supportive, sociable, polite and kind amongst other attributes is not the prevailing human propensity.

2.3.6.1.2 Relevance of the Theory

Maslow's theory although one of the earliest propounded theory of motivation is still very much relevant and applicable in present day organizational settings. Despite its shortcomings, it has been able to identify those needs that are peculiar to an individual and the effects it may have on an individual's performance or performance levels in an organization. Hence, it is vital that managers try to understand those needs affecting members of its workforce and provide adequate motivation tailored to suit or gratify those needs. In order to achieve high performance levels from members of the workforce, the organization must consider employees the backbone of the organization as such an asset to the organization. Therefore, to ensure that workers remain highly productive and in a bid to achieve continuous growth, stability and success of the organization, Maslow's theory posits that the needs of the workforce must first be given due consideration.

2.3.6.2 Frederick Herzberg Two-Factor Theory

Frederick Herzberg maintained that two completely distinct set of factors determine employee behavior in organizations. These include Hygiene factors and Motivators. Herzberg established that factors which appeared to ensure an employee's job satisfaction were connected to the job contents or the aspects of the job itself and he referred to them as motivators, meanwhile, factors which appeared to cause employees dissatisfaction were connected to the job context; and he referred to them as hygiene factors (Herzberg, 2000).

Hygiene factors are factors that will eliminate dissatisfaction when present; examples are company policy, basic needs, status, working environment, salary, supervision etc. while motivators are those factors that will result in demotivation and lack of interest in the job when not fulfilled and this could result in employees looking outside the organization for employment. Hygiene elements are described as upkeep elements considered important in evading dissatisfaction. On the other hand, these elements single-handedly do not ensure employee job fulfillment and high levels of motivation. These are factors not directly concerned with the job but concerned with the job context (Smerek & Peterson, 2007). These factors are termed hygiene factors because their presence ensures a reasonable level of satisfaction and their absence can cause dissatisfaction.

Hence, it is imperative that managers make available hygiene elements in order to minimize bases of employee dissatisfaction, however to it is much more important to ensure that motivators are present since these are the factors that motivate employees and eventually result in satisfaction. Motivators include job associated aspects including thought-provoking tasks, work achievements, acknowledgment and responsibility, chances for advancement and growth, recognition for achievement (Lumley, Coetzee Tladinyane & Ferreira, 2011). Motivated and contented workers are better positioned to be more committed as such productive than those who are merely not dissatisfied.

This theory therefore admonishes that business managers should avoid being one-sided in making decisions concerning factors that ensure satisfaction and motivation for optimum performance. Based on his work, Herzberg (1987) then posited that in order to ensure job satisfaction, the following conditions should be ensured in the organization; provision of achievement and advancement opportunities, recognition for performance, ensuring fit between employees' competencies and tasks, ensuring learning and development opportunities.

The motivation-hygiene theory is therefore relevant for this research as it reveals that hygiene factors including supervision, pay and benefits, company policies, work environment are vital to avoid job dissatisfaction and motivators, which include, learning and development opportunities, challenging tasks, rewards and recognition for performance, advancement and growth opportunities, ensuring fit between employee competencies and tasks are important to higher performance levels from employees. Therefore, examining the relationship between motivation and performance also anchors on this theory.

Herzberg claimed that the lack of certain elements capable of causing dissatisfaction amongst members of a workforce are referred to as hygiene elements. These elements focus mainly on the characteristics of the job as well as other external concerns. The presence of these elements may not guarantee employee motivation but a lack of it might result in dissatisfaction. These elements consist of: salaries, operational conditions, job security, level and quality of supervision, business policies and managerial processes and personal relations at work

These factors refer to elements capable of provoking workers to improve their work-related performance. Herzberg (1974), characterized these elements as intrinsic stating that they are largely concerned with the job design, and how it is integrated in achieving set goals. He asserted that managers aiming to attain enhanced performance levels, must consider the inclusion of several factors in the job setting. This in turn allows for the development of inherent motivation within workers. These elements comprise: Interest in the work, Recognition, Growth / development and Achievement.

Motivators results from an internal disposition within workers. Herzberg (1974), stated that both hygiene and motivation methods should be applied concurrently. He cited that the absence of hygiene elements does not affect morale but causes dissatisfaction amongst workers. Likewise, the presence of those elements does not necessarily affect motivation, but leads to satisfaction among workers. Higher levels of motivation will certainly boost the morale of workers while lower levels of motivation will significantly decrease the general level of motivation. This will however not cause total discontentment but instead a sense of non-fulfilment.

2.3.6.2.1 Critique of the Theory

Schroder (2008) made use of the two-factor theory as the theoretical basis for a study comprising eight hundred and thirty-five college workers so as to ascertain the effect of demographical factors on job satisfaction. Findings from the research showed largely that job satisfaction was associated with age and educational achievements, and that the degree of intrinsic and extrinsic job satisfaction for diverse work-related groups differed. These conclusions disputed Herzberg's discoveries (Schroder, 2008). Furthermore, detractors of this theory claimed that Herzberg presumed an existing relationship between satisfaction and performance in his study stressing more on satisfaction and ignoring performance

Lin (2007) claimed that job contentment is multivariate in nature and the theory tends to oversimplify a complicated system of emotions and responses with inter-relationships amongst numerous factors. Shipley and Kiely (1986) supported the claim that the theory was a decent starting point for managers but should not be endorsed for strict applications owing to the over- simplicity of the concept. Stello (2011) also maintained that the theory tends to over-simplify job satisfaction and therefore should not be utilized as an ideal prototype. Also an examination of departmental workers of higher education in Uganda concluded that any given factor is capable of evoking job satisfaction or inducing dissatisfaction pending on situational variables in the work environment (Sesanga & Garrett, 2005).

Criticism levied at Herzberg's methods described the inclination for respondents to provide generally acceptable responses in their surveys, causing those factors that may influence dissatisfaction to be credited to extrinsic factors as opposed to intrinsic. Wargborn examined the pre-existing literatures citing this disapproval as a point of reference. Findings showed that Herzberg's data was the result of such tendencies and should not be certified as a valid explanation of work-related behaviours (Wargborn, 2008).

Farr (1977) also examined this theory in connection to new approaches recommended in the field of industrial psychology. He was of the view that while Herzberg's contributions provide valuable insights into the worker's viewpoints as regards their workplace, he however erred as a researcher by accepting that the numbers used in data analysis generated information that could be generalized. Furthermore, his belief that his study may have led to the discovery of the causes of job satisfaction and dissatisfaction was erroneous. Although there are significant weaknesses associated with the theory it is still relevant to managers in the workplace.

2.3.6.2.2 Relevance of the Theory

Despite criticisms levied at the Two-Factor theory, it remains very important to organizations. It implies that managers and their organizations must constant guarantee the adequacy of the hygiene factors to avoid dissatisfaction amongst members of the workforce. This is because employee dissatisfaction leads to loss of morale which in turn leads to a decrease in employee performance levels. Also, managers must make sure that the kind of work or responsibilities assigned to employees is challenging, exciting and fulfilling so as to ensure workers are inspired to improve work related performance levels. This theory lays emphasis on job-enrichment so as to encourage workers to be highly productive. Finally, to ensure that employees are highly productive, managers must ensure that the kind of task being assigned to the workers should maximally utilize their abilities and experiences. Focusing on the motivational factors can improve work-quality and performance levels of both the employees and the organization as a whole.

2.3.6.3 Victor Vroom's Expectancy Theory

The expectancy theory, as opposed to the need theory, is a process theory. It relates to the diversity existing in the workplace as regards the opinions, thoughts and concerns of workers including their attitude and behaviours towards the job (Purvis, Zagenczyk & McCray, 2015; George & Jones, 2012). This theory specifically focuses on the personal evaluations of a workforce and their work place. It assesses the activities of workers based on their hopes and aspirations. The theory identifies two major concerns; the first concern is that irrespective of various possible outcomes, workers are motivated to commit their efforts to an organization only if they are certain that the end result or outcome will realize a specific level of performance (George & Jones, 2012). This means that, if the members of

a workforce lack faith in their ability to perform at a particular level, the inspiration to perform the job effectively will be low or lost.

The other concern is that workers would only be encouraged to perform at a particular level, if their performance at this level would bring about preferred outcomes. Schedlitzki and Edwards (2014) linked the path-goal theory to the assumptions of the expectancy theory stating that workers have a tendency to perform effectively if they believe that they have the capability of fulfilling the assignment, achieving the expected outcome and that this expected outcome is of utmost value to them. The theory implies that workers will only be willing to put their energy to work if the outcome of both concerns are positive (George & Jones, 2012). This means that the positivity of an outcome is assumed to be associated with a specific action, as such the willingness of a workforce to perform is largely dependent on how positively inclined they view the outcome (Vroom, 1964; Lin, 2007). The theory outlines three key elements that determines a worker's level of motivation: valence, instrumentality, and expectancy (Estes & Polnick, 2012).

In addition, the theory recommends that outcomes should be related to desired workplace behaviours, work performance and performance (George & Jones, 2012). This in relation to instrumentality, which is the second element associated with the theory, refers to the worker's beliefs and confidence that first level outcomes will lead to second level outcomes (Vroom, 1964). It can be defined as the perception of workers as regards the likelihood of performing effectively if they commit their energy, skills, and time creatively and innovatively in discharging their duties (Purvis, et al., 2015).

Instrumentality is also directed towards achieving higher-order outcomes, and describes the extent at which primary level outcomes precede anticipated secondary level outcomes (Parashar, 2016). This is to say that workers will place high valence on performance at

higher levels when they believe that such a level of performance is instrumental in gaining other gratifying outcomes (e.g. additional pay). Likewise, they will also place a high valence if performance at higher levels is instrumental in preventing outcomes that they want to prevent (Estes & Polnick, 2012). Like valence, instrumentality may be positively or negatively inclined, and can also differ in size and magnitude. Furthermore, Instrumentality will probably be low if workers perceive that valued rewards accompany all levels of performance (Estes & Polnick, 2012). High Instrumentality, that is where workers believe that with specific levels of performance expected outcomes will be achieved, are very effective in motivating workers. At times, regardless of what workers perceive that extremely valent outcomes will result mainly from work performance, workers may still not be inspired to perform at higher levels.

At this point, the third element of the theory referred to as expectancy is considered. Expectancy is the momentary belief regarding the possibility that a specific action will be accompanied by a specific outcome (Estes & Polnick, 2012). This belief is generally embedded in a particular worker's previous experiences, self-worth and how challenging the performance standard or objective is perceived to be. Expectancy provides an in-depth understanding of why morale can be low even when instrumentality and valence is high, hence it is the perception that actions, or individual efforts, may lead to expected outcomes (Parashar, 2016). It claims that workers will be moved to perform at higher levels only if they believe they have the capacity to do so. This means that regardless of how valent or high instrumentality and other elements may be, if workers do not have the conviction that they can perform at a particular level, they will lack the motivation to do so. This validates the claim associated with the subject of self-efficacy that workers sometimes lack the conviction that their efforts will yield the desired level of performance.

An Understanding of the elements in expectancy theory; valence, instrumentality, and expectancy, gives an idea of the reasons behind employee involvement in achieving preferred organizational outcomes (Purvis, et al., 2015). Although these elements can individually affect employee motivation, they can however have a more influential effect on motivation if they are integrated (Estes & Polnick, 2012). It can also be established that these elements mentally affect the beliefs of workers, and triggers motivational forces that eventually influences employee behaviours. George and Jones (2012) mentioned that for workers to be motivated and perform at higher levels, all conditions must be satisfied. Firstly, valence must be high; workers must crave the outcomes that the organization offers. Secondly, instrumentality must be high, which means that workers perceive that they must perform at high levels if they are to achieve the outcome. Finally, expectancy must be high, indicating that workers must believe that working hard and committing their energy will bring about higher levels of performance (George & Jones, 2012).

The theory suggested that if one amongst the three conditions is not fulfilled, there will be a lack of motivation. As such, workers must be convinced that performing assigned tasks at higher levels will lead to the achievement of desired outcomes, as regards the positivity of instrumentality, workers must believe that expected outcomes will be obtained, also for positive valent outcomes, workers must believe they can truly perform at a very high level if they commit their effort, leading to high expectancy.

This theory lays emphasis on the psychological processes concerning choice. It considers the self-interests associated with aligning rewards based on worker's needs, wants and the relationships amongst desired behaviors, rewards and organizational goals. For businesses, it aids them in relating rewards directly to performance while making sure that rewards are merited and appealing to workers. The theory assumes that behaviours result from

deliberate choices amongst alternative outcomes with the objective of maximizing satisfaction and minimizing pain. Vroom recognized that a worker's performance is centred on individual elements such as nature, abilities, knowledge, experience, qualifications and skills. He stated that effort, performance and outcomes are related to employee motivation.

Several elements comprising expectancy, instrumentality and valence were utilized in supporting the theory. Remarkably, this theory is a function of perception meaning that managers may feel that they have made available all things suitable for motivation, and although this might work for most of the employees in the organization, it does not guarantee that all the workers will be motivated by it.

This theory may appear to be most appropriate in a traditionally inclined work setting where a worker's level of motivation is dependent on whether they desire the reward offered for good performances and if they are convinced that committing their effort will result in obtaining that reward. Although, it can be equally applied in situations where individuals do certain things because they anticipate a positive outcome. For instance, an individual may recycle paper because of the thought that it is vital to preserve resources and take a standpoint on environmentally inclined matters (valence); also the individual's belief that the more effort they commit into recycling, the more paper they recycle (expectancy); and lastly the thought that as more papers are recycled the lesser the resource utilization (instrumentality). Therefore, the logic of the model is not based on selfish interests in rewards, but on the relations individuals make toward the estimation of an outcome and the commitment they make in achieving those outcomes. The theory projects that the workforce of an organization will be motivated if they are convinced that: Committing their efforts will result in improved work performances, Improved work

performance will result in organizational rewards, like increase in salaries and other benefits and Rewards offered are of value to members of the workforce.

In attempt to improve the performance-outcome relationship, employers should consider using methods linking rewards strictly to performance. Managers should make sure that rewards provided are merited and desired by the workers. As regards improving the effort-performance relationship, management should participate in developing their workforce to improve their competencies and beliefs that more effort will certainly result in better performance and performance levels.

2.3.6.3.1 Critique of the Theory

This theory of motivation has specifically been targeted by a lot of critics, (Lawler, 2003). It was initially proposed by Victor Vroom (Vroom, 1964). The criticisms levied against the theory are more of extensions to the original conceptions rather than deviations from them. In fact, Vroom made a self-declaration that the theory of motivation should subsequently be improved or upgraded with discoveries from the most recent studies.

One of the main criticisms associated with this theory is its simplicity. This is as a result of its failure to take into cognizance the various degrees of effort put in by a worker. Furthermore, the notion that certain rewards can induce workers to commit more efforts so as to attain the reward, but disregard the possibility that those rewards in question may have an adverse effect on the worker. For instance, an increase in salary may cause the worker higher taxes (Porter & Lawler, 1968). It is also claimed that the simple nature of this theory is misleading because of the assumptions that if a manager offers a reward, like monetary increments or advancement, appealing enough to workers, they will raise their performance levels to get the reward. Oliver (1974) viewed that this would only work if

workers are certain that such rewards can satisfy their needs. For instance, a two-dollar increment in pay may not be appealing to workers if the increment drives them to a higher tax bracket making them believe that their total pay in actual terms have decreased. Equally, an advancement that offers a higher status but entails longer hours at work might be a restraining factor to workers who value their evenings and weekends with their family.

According to Stone and Henry (2003) the value of this theory from a manager's viewpoint is dependent on the manager's ability to make an assumption on the motivational strength of the reward in terms of how appealing and valuable it is for the workers. Therefore, it is imperative that use of rewards comply with the law of Effect where: positively rewarded performances will tend to increase in frequency, negatively rewarded performances will tend to reduce in frequency and the nature of the reinforcements as well as its timing will influence the frequency of the performance.

2.3.6.3.2 Relevance of the Theory

Vroom's theoretical model finds application in driving worker performance via motivation. The board of an organization can relate positive valence of workers to higher performances, and make sure that the relationship is properly communicated to workers. Managers, in numerous ways including mental tests or counselling, can comprehend the sort of rewards workers find appealing which may be intrinsic rewards or extrinsic rewards, and can make appropriate changes in compensating them. To protect expectations, managers can ascertain the resources, kinds of training and level of supervision required. Also, managers need to make sure that the organization fulfills its promises concerning rewards and create that consciousness that the organization constantly fulfills its promises. This may call for a change in the organization's culture to improve communication and transparency.

However, this theory is very relevant to hotel organizations because it does not only identify the reasons an employee performs his/her job but also gives employers and managers an insight on why they perform their jobs at certain levels. For example, the motive or motivation for showing up to work and finishing assigned jobs is a steady paycheck. On the other hand, this theory can give detailed information as to the reasons workers choose to maintain perfect attendance and carry out their duties while producing high quality performances. The reasons behind the expectations of workers who give thought to their manager's responses to high level performances or high performance levels is the need for positive evaluation or advancement.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

Coopers and Schindler (2006) suggested that the research design is the structure of investigation aimed at identifying variables and their relationships to one another. It refers to the blue print, plan and guidelines utilized in data analysis with respect to the study. It is a necessary step required in a research process if research problems and hypothesis are to be adequately addressed. Descriptive research design and causal research design as well as the survey method was used. Descriptive research design was used to describe some phenomena because it aids a researcher in gathering, summarizing, presenting and interpreting information for the purpose of clarification while the causal research design was used to describe the effect of one variable on another that is establish cause and effect relationship (Mugenda & Mugenda, 2003). The researcher also utilized the survey strategy for this study because it creates room for gathering large amounts of data from a sizeable population in a cost-effective way (Osuagwu, 2006).

The study covered selected hotels in the North Central States in Nigeria which included Benue, Nasarawa, Plateau, Kogi, Niger and Kwara and FCT. The survey design was selected because these areas were easy accessible in order to administer the questionnaires to the respondents. The hotel industry was considered because there is not much research on motivation in Hotels located in the North Central part of Nigeria. The study was carried out in hotels in North Central States because the North Central States is a tourist destination including hotel businesses.

The study specifically focused on motivational practices measured by working conditions, employee recognition, training and career development, promotion processes and

procedures and bonus payments as the independent variables and employee performance as the dependent variable measured by efficiency and effectiveness. Data collected for the study was analyzed by the researcher using five point Linkert scale. The five hypotheses formulated for the study were tested with t-test with aid of Statistical Package for Social Sciences (SPSS) version 20.0 software package.

3.2 Population, Sample and Sampling Techniques

The study population was 124 employees across the 66 selected hotels in Benue, Nasarawa, Plateua, Kogi, Kwara, Niger and FCT. The research instrument was survey questionnaire on the workforce of the organization considering the fact that they all fall under the category of employees within an organization (Osuagwu, 2006). The design of the study was a case study which is an in-depth exploration of one particular case situation for the purpose of gaining in-depth understanding of issues being investigated. The reasons for adopting case study are comprehensive, descriptive with analysis of situation and flexible in data collection. The study used purposive and random sampling procedures in getting the sample size for the study.

Purposive sampling techniques was used to select the hotels businesses that were administered questionnaire. The study used purposive procedure since it allows the collection of information required. Purposive sampling is defined by Green and Thorogood (2009) as an act of explicitly selecting respondents who are likely to generate appropriate and useful data. The purposive sampling was used based on the following criteria:

- a) The hotel must be functional and rendering services
- b) The hotel must have a minimum of 15 employees
- c) The hotel has a minimum of 30 rooms
- d) The hotel is registered with National Association of Hotels Management

- e) The hotel is registered with Corporate Affairs Commission (CAC)

Table 3.1: List of Sample Hotels in FCT

S/N	Names of Hotel	Location	Number of Employees
1	Rock View Hotel	Wuse 2	47
2	NICON Luxury	Garki District	58
3	Protea Hotel	Asokoro	40
4	Sheraton Hotel	Central Business District	78
5	Reiz Continental Hotel	Central Business District	41
6	Transcorp Hilton Hotel	Central Business District	110
7	Chelsea Hotel	Garki District	21
8	Agugyi Hotels	Garki District	19
9	Chida International Hotel	Utako	24
10	Qubana Hotel	Maitama	16
	Total		454

Source: Field Survey, 2019

Table 3.2: List of Sample Hotels in Nasarawa State

S/N	Names of Hotels	Location	Number of Employees
1	Crystal Hotel	Keffi	7
2	Minki Suites	Keffi	15
3	Kutin Hotels And Gardens	Akwanga	20
4	Phoenix Hotel	Mararaba	12
5	Global Village Suites	Nyanya	17
6	Zebra Hotels	Masaka	10
7	Previa Hotels	Ado	10
8	TAAL Conference Hotel	Lafia	21
9	New Keffi Hotel	Keffi	18
10	Sawalino Hotel	Keffi	38
	Total		168

Source: Field Survey, 2019

Table 3.3: List of Sample Hotels in Plateau State

S/N	Names of Hotels	Location	Number of Employees
1	Empire Suit	Jos City	13
2	De Bridge Hotel	Jos North	17
3	HBC Resort	Vom Road Jos	15
4	Silk Suites	Rayfield Jos	11
5	Crest Hotel	Old Airport Road Jos	13
6	Emerald Resorts	Rayfield Jos	15
7	Steffan Hotels And Suites	Rayfield Jos	15
8	Santarosa Suites And Bar	Jos City	12
9	Shana Place	Tina	27
	Total		138

Source: Field Survey, 2019

Table 3.4: List of Sample Hotels in Niger State

S/N	Names of Hotels	Location	Number of Employees
1	Safara Motel	Minna	12
2	Hamson Hotel	Lagos Road Minna	14
3	Logicgate Plaza	Mypa Road Minna	17
4	Shiroro Hotel	Minna	15
5	Brighter Hotels And Suites	Suleja	10
6	Dogon Koli Hotel	Suleja	11
7	Bab Hab Guest Inn	Suleja	9
8	Soluxe Niamey	Suleja	12
9	Tenere Hotel	Suleja	10
10	Homeland Hotel	Suleja	13
	Total		123

Source: Field Survey, 2019

Table 3.5: List of Sample Hotels in Kogi State

S/N	Names of Hotels	Location	Number of Employees
1	Hotel Bluebell	Yusuf Avenue Lokoja	11
2	Kewon Hotel Complex	Lokoja	15
3	JD Hotels	Lokoja	13
4	Ben Thomas Hotels Ltd	Lokoja	10
5	Nostalgia Hotels	Lokoja	16
	Total		65

Source: Field Survey, 2019

Table 3.6: List of Sample Hotels in Kwara State

S/N	Names of Hotels	Location	Number of Employees
1	Whitefield Hotels	Ilorin	15
2	E-Phoenix Hotel	Ilorin	13
3	Noktel Resort Hotel	Ilorin	12
4	Excellent Hotel	Ilorin	13
5	Princess Luxury Hotels	Ilorin	12
6	Kingstone Grand Suites	Ilorin	13
7	Crystal House International Hotel	Ilorin	12
8	GPinnabcle Suites	Ilorin	15
9	Royalton Palace Hotel	Ilorin	11
10	Bovina View Hotel	Ilorin	13
	Total		129

Source: Field Survey, 2019

Table 3.7: List of Sample Hotels in Benue State

S/N	Names of Hotels	Location	Number of Employees
1	Benue Plaza Hotel	Makurdi	10
2	Empire Suite And Hotel	Makurdi	10
3	Royal Choice Hotel	Makurdi	21
4	Dony Suites	Makurdi	11
5	Hallydays Hotel	Makurdi	15
6	Smile View Hotel	Makurdi	9
7	Haggai Suites	Makurdi	9
8	Les Angel Garden	Makurdi	10
9	Hampton Mews Luxury Apartment Hotel	Makurdi	20
10	Hotel Reuphina	Makurdi	16
	Total		121

Source: Field Survey, 2019

Table 3.8: List of Selected Respondents Used in the Study

S/N	STATES	Number of Employees	Sampled Employees
1	Abuja	95	60
2	Nasarawa	16	10
3	Plateau	18	12
4	Benue	18	12
5	Kogi	16	10
6	Kwara	16	10
7	Niger	16	10
	Total	195	124

Source: Field Survey, 2019

A population of 195 employees was used and sample size of 124 respondents was used in the study. The sample size was arrived at using Payne and Payne (2004) table of recommended sample sizes from different sized of universe which is presented below in Table 3.1. Based on this table, the Universe Size was 200 and the number of respondents was supposed to be 132 employees. However, at the point of distributing the questionnaires some respondents refused to participate because they were afraid what the data would be used for while other employees were sceptical about filling the form. Therefore, the number of completed questionnaires that were returned and properly filled were 124 instead of the 132.

Table 3.9: Sample Sizes from Different Sized Universe

Universe	Sample	Universe	Sample	Universe	Sample	Universe	Sample
10	10	100	80	1,250	294	6,000	361
15	14	200	132	1,500	306	7,500	366
20	19	300	169	2,000	322	10,000	370
30	28	400	196	2,500	333	15,000	375
40	36	500	217	3,000	341	20,000	377
50	40	600	234	3,500	346	30,000	379
60	44	700	248	4,000	351	40,000	380
70	59	800	260	4,500	354	50,000	381
80	66	900	269	5,000	357	75,000	382
90	73	1,000	278	5,500	359	100,000	384

Source: Payne and Payne (2004)

3.3 Method of Data Collection

Data collection involves gathering of relevant and important data used for conducting a particular research work. It is the basis for acquiring data. Data can be collected in two ways which are; primary data and secondary data. Primary source of data was used for gathering data in this research work. It is the data collected for the purpose of the research, these are the responses generated or obtained from administered questionnaires (Mugenda & Mugenda, 2003).

The questionnaire research instrument was used in this research work to gather information because it helps to access a large number of respondents at a minimal cost. The data collected would be gathered, sorted, and analyzed with the use of Statistical Package for Social Sciences.

Secondary data are those have already been collected by someone else and which have already passed through statistical process. The secondary data was obtained from review of

books, reports, web-sites, journals and from official documents where relevant information is found. Secondary data has been very important for the study because of the fact that they had complimented to the primary data collected.

The instrument used for data collection in this study was the questionnaire and they were self-administered. A questionnaire is a structured or semi structured instrument, an array of questions to be answered by persons in order to provide information for a specific purpose. The questionnaire is structured about the research objectives, the research questions and the research hypotheses (Mugenda & Mugenda, 2003). For the purpose of this research, the questionnaire was based on close-ended questions aimed at generating brief and specific answers from the participants. The questionnaire was adopted and modified based on the study of Adeniji, (2011); Kibui, Gachunga, and Namusonge, (2014) and McAllister (1995).

The questionnaire used for this study consisted of three sections. Section A was based on the respondents' bio-data using five items, section B contained statements concerning workplace motivation and section C contained statements about employee performance. Five-point Likert scale (5-Strongly Agreed, 4- Agree, 3-Undecided, 2- Disagree, 1- Strongly Disagree) that best describes the extent to which the respondents agree with each items in the questionnaire was used.

Direct Delivery and Retrieval Technique (DDRT) was used by the researcher. The researcher delivered the questionnaire to each employees physically or through the HR manager or the equivalent to complete. The questionnaires were collected later by the researcher through delivery and wait system. The questionnaire had been designed in such a way that every study objective was captured. Six research assistants helped the researcher in administering the instruments for the study. The researcher briefed the research assistants on the procedures for administering the questionnaire to the respondents as well

as retrieving the questionnaire after completion. The research assistants were asked to administer the questionnaire to the target respondents in their various offices and request that they complete them on the spot for immediate retrieval. This was to ensure prompt return of the questionnaires. The researcher handled the hotels in FCT while the six research assistants were each designated a State to handle in Benue, Nasarawa, Niger, Kogi, Plateau and Kwara to distribute and collect the completed questionnaires.

3.3.1 Reliability and Validity of the Data

Validity is the ability of a tool to yield truthful, correct, or accurate research data while reliability of measure denotes the extent to which a research instrument or method is repeatable (Barton & Barlett, 2009). The aim of validity is to establish the results which link with the condition and to measure what it is intended to measure. To ensure validity of data from this study accurate and update literature reviews have been used. This study used primary and secondary data so as to assess the role of motivation on employee's performance in hotel industry. Questionnaire, interview, and various documents were used in collecting the needed information, therefore the study is considered to be reliable.

The validity of test reveals the degree to which a measuring instrument measures what it is intended to measure. The validity of the research instrument is determined by the amount of build in error in measurement. Copies of the survey questionnaire were made accessible to experts in this study such as my supervisor for comments and opinions so as to create validity in terms of contrast, content, criterion and readability in order for it to be suitable for the objectives of the study. Areas that are not needed were removed and other areas were collected and added to the research. Content and face validity was used in determining the validity of the research. Content validity is the extent to which a measuring instrument provides suitable coverage for current study, that is research items measure the

variables of the study while face validity is face to face check. The validity of the research instrument is to be gotten from the various questions posed to the respondents (Ojo, 2003).

Reliability is defined as the extent to which the measuring instrument will produce consistent scores when the same groups of individuals are repeatedly measured under the same situation. Although unreliability is always presents to a certain extent, there will be generally a good deal of consistency in the results of a quality instrument gathered at different times. Reliability describes an assessment of the consistency of the method or the context to which respondents consistently responds to measure in the same manner. Reliability is necessary for the purpose of achieving and measuring instruments to provide consistent results. Reliability has to do with the accuracy and precision of a measurement procedure and reliable instrument need not be a valid instrument (Kothari 2004). Data from this study is reliable because tools for collection were edited and pre tested before collecting the data to see whether questionnaire and interview were in a position to provide the required answers from the respondents to accomplish the study.

Reliability of the research instrument involves the consistency of the result obtained with the instrument and if the instrument gives similar or close to the same result if the study is repeated under the same assumptions (Osuagwu, 2006). For Cronbach's alpha test; this is relating each measurement item with the other measurement item so as to obtain the average inter relationship for all the paired associations. Cronbach's alpha method of reliability is for measuring the reliability of this research work (Ojo, 2003). The literature reveals that acceptable reliability should fall between 0.70 and above, however 0.60 may be acceptable. A high value of Cronbach's alpha test means that the stability, reliability and certainty of the instrument used in measurement is very assured (Singh & Masuku, 2014).

The reliability score of the construct yielded a Cronbach's alpha of $r=0.929$ as shown below in the table below

Table 3.10: Cronbach's Alpha Reliability Coefficients for Major Variables of the Study

Major Variable	No of Items	Cronbach's alpha (α)	Remarks
Friendly working conditions	10	0.929	Excellent
Employee Recognition	10	0.855	Very good
Training Opportunities	10	0.74	Good
Employee Promotion	20	0.925	Excellent
Bonus payment	10	0.706	Good

Source: Field Survey, 2019

Generally, the high value of Cronbach's Alpha is evidence that the measurement items have a high measure of internal consistency for underlying constructs.

3.4 Techniques for Data Analysis

For the analysis of data, the statistical package for social sciences (SPSS) was used. The statistical tools used to analyze the data include the following: descriptive analysis using frequency tables and percentages. Also, simple linear and multiple regression analysis in respect to the study hypothesis was used to measure the degree of the effects of independent variables on the dependent or outcome variables. Another statistic called R-square would be calculated based on the percentage of variations in the dependent variable that can be explained by the independent variable.

After distributing the questionnaires, data would be collected, coded and analyzed through the use of the Statistical Package for Social Science (SPSS). Regression analysis and

descriptive statistics would be used to validate the data. Furthermore, distribution tables and frequency and percentages would be used for data interpretation. Also a master data sheet will be prepared with the use of the SPSS.

The coefficient r indicates the strength and direction of linear relationship between variables of study. The relationship is strong when $r=0.5$ and above, moderately strong when r is between 0.3 and 0.49, weak when r is below 0.29, and a correlation of 0 indicates no relationship. In an attempt to estimate the goodness of fit of the models R^2 is used to determine the extent to which the dependent variable is predicted by variation in the independent variables. Apart from using the R^2 , descriptive statistic and Correlation Matrix, are also used in order to explain the relationships. All these analyses are to be done by using SPSS software. Linear Regression models are used because they are simple but powerful analytical tool that provide results in predicting numeric output when properly structured. They also allow examining the effect of many different predictor factors on some expected outcome in a linear relationship of constructs.

The value of the coefficient of determination R^2 shows the degree or amount of variation in the dependent variable(s) attributed to the predictor variable(s). The Beta values show the amount of change in the dependent variable attributable to the amount of change in the predictor variable, and the F ratio measures the model fit, or simply it is a measure of how well the equation line developed fits with the observed data. The statistical significance of each hypothesized relationship is interpreted based on the F and t values with a significant level of 0.05.

3.4.1 Model Specification

The coefficient of each independent variable is the regression coefficient. This is the slope in a $Y = a + bX + e$ equation. The regression coefficient measures how much of an impact the independent variable has on the dependent variable. The linear and multiple regression models used are represented as below:

Dependent Variables (Organization performance) represented as Y

Independent Variables (friendly working conditions, employee recognition, training opportunities, employee promotion and bonus payment) represented as X,

β_0 =Constant term

β_1, β_2, \dots = Beta coefficient – slope or change in Y, given 1 unit change in X.

ϵ_t =Error term.

Organization Effectiveness = f(friendly working conditions, employee recognition, training opportunities, employee promotion and bonus payment)

$$ORGEFF = \beta_0 + \beta_1 WC_1 + \beta_2 REC_2 + \beta_3 TRA_3 + \beta_4 PROM_4 + \beta_5 BON_5 + \epsilon_t$$

Where

ORGEE = organization performance measured by effectiveness of employees

WOC = Friendly Working Conditions,

REG = Employee Recognition,

TRA = Training Opportunities,

Prom = Promotion And

BON = Bonus Payment

Decision Rule

The decision rule is that if $F > F_{\alpha}(k-1, n-k)$, H_0 is rejected where $F_{\alpha}(k-1, n-k)$ is the critical F value at the 5% level of significance and (k-1) is numerator degree of freedom while (n-k) is the denominator degree of freedom. Alternatively, if the p value of F is sufficiently

low, the H_0 is rejected. The null hypothesis is rejected if there is evidence that the estimates for alpha are zero or close to zero. In addition, the F-value should not be statistically significant. Furthermore, to test the significance of the coefficients of individual variables, the t- test is employed. The null hypothesis and the alternative hypothesis of the two-tailed t test are stated as follows:

$H_0: \alpha_1 = 0$ and $H_i : \alpha_1 \neq 0$.

The t statistic is defined as:

$$t = \frac{(\beta_1 - \beta_0)}{S \beta_1}$$

Where

β is the estimate,

$S \beta_1$ is its standard error and

β_0 is set equal to zero.

Under the null hypothesis, it has a t distribution with $n - k$ degree of freedom, n is the number of observations and k is the number of parameters. The decision rule is that if the computed t is greater than the tabulated ' t ' at 5% level of significance, the null hypothesis is rejected implying that the coefficient estimated is significantly different from zero.

3.5 Justification of Instrument Used

A combination of two data analysis methods inferential and descriptive analysis methods were used in the study. The use of the two types of analysis methods is to achieve appropriate results which would include numerical views of the results and also enable the study to draw significant conclusions. One of such methods is the SPSS which is a statistical package for the social sciences and is the most widely used statistical package for analysing quantitative research in social science research.

According to Blaxter, (2004), this statistical package is the best used for quantitative analysis as it enables the input of raw data, the modification and sorting of the inputted data, and the wide range of statistical analysis such as cross tabulation, correlation, regression analysis, mean, variance, covariance analysis and cluster and factor analysis. Descriptive statistics analysis is intended to reduce data, allow for easier interpretation. Analysis of the data would be facilitated if they were organized in some fashion such as pie charts, histogram, and Bar chart. Peck (2012) also acknowledged the fact that the descriptive statistical analysis is an efficient method been used to organise and summarise data into charts and tables for ease of interpretation and view, we will use these methods. Thus, during the course of this work, data collected will be displayed by frequency tables which are the most frequently used of the techniques of descriptive analysis.

The inferential analysis is not used to only describe the obtained data but also used to embrace techniques that allow one to use obtained sample data to make inferences to draw conclusions about a sample population (Pagano, 2013). The inferential analysis type was also employed by in this research to enables the researcher determine the degree of reliability of statistical analysis and represent the most widely used of all statistical research techniques which infer from a sample to a large population using estimates which aids in describing some characteristics of the sample (O'Rourke, 2005). Some of the known types of inferential statistical analysis includes: T-Test (Test for significance).

Primary data was also chosen because of the nature and requirement of the research topic and the OLS technique was used to estimate the parameters of the regression equation (model) and test the relationship that exists between dependent and group of independent variables. The study equally explores the use of Coefficient of Correlation (r) to determine the strength of the relationship between the two variables. Finally, the regression result was

used to validate alternate hypotheses. The ordinary least square is a proper statistical tool to be used because reliable statistical inference can be obtained through a correlation of the dependent and independent variables of the study.

3.6 Summary

This chapter focuses on the systematic approach for solving the research problem in the study and highlights the instruments and techniques used to seek solutions to the research problem. It consists of the research design, sample population, sample frame, sample size determination, sampling techniques, research instruments, validity and reliability of research instruments and methods of data analysis. The purpose of this research is to examine the effect of employee motivation on organizational performance in the Nigerian hotel industry with particular focus on selected hotel in the north central states.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Presentation of Data

This chapter presents the data which have been collected and analyzed using tables and figures for its interpretation and discussion in relation to the research questions and interviews conducted. Also the chapter describes the demographic and social economic characteristics of the respondents in terms of gender, age, level of education and years in service. That information helps the researcher to know the reliability of the respondent for the study. The data is presented in the appendix section.

4.1.1 Analysis of Demographic Variables of Respondents

Table 4.1: Gender of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	66	53.2	53.2	53.2
	Female	58	46.8	46.8	100.0
	Total	124	100.0	100.0	

Source: Field Survey, 2019

The study was interested to use gender for the purpose of knowing whether both sexes have equal opportunity of being employed in this industry. Table 4.1 shows that 66 (53.2 %) of the respondents were males and the remaining 58 (44.8%) were females. This means that majority of people who worked on hotel industry are men due to the nature of the industry itself for example porters, drivers, chefs, gardeners and night securities if you compare with female who most of them are housekeepers, cashier's and receptionists.

Table 4.2: Educational Background of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Polytechnic	25	20.2	20.2	20.2
Secondary Education	20	16.1	16.1	36.3
University Education	79	63.7	63.7	100.0
Total	124	100.0	100.0	

Source: Field Survey, 2019

The researcher was interested with the level of education because education/ training are part and parcel of ability, quality, experience, motivation and qualification of employees at work towards performance measurement. From Table 4.2 it was observed that the majority of the respondents were 79 (63.7%) were holding university education or its equivalent. 20 (16.9%) were secondary school leavers. 25 (20.7%) were graduates from the polytechnics.

The result of the education background of the respondents implies that the company is doing well to employ skill labour to work with. This indicate that the employees are knowledgeable enough to understand and answer the questions without bias. In addition, understanding the effect of motivation on employee performance is well understood in the organization and there would be no problems of documentation and communication.

Table 4.3: Departments of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Receptionist	36	29.0	29.0	29.0
Laundry	36	29.0	29.0	58.1
Valid Kitchen	24	19.4	19.4	77.4
Bar/Restaurant	28	22.6	22.6	100.0
Total	124	100.0	100.0	

Source: Field Survey, 2019

Table 4.3 showed that the majority of the respondents 36 (29.0%) were from receptionist Department and laundry department. 28 (22.6%) of the respondents were from the bar/restaurant. 24 (19.4%) were from the Engineering Department. The result indicated that majority of the respondents are from receptionist department.

Table 4.4: Years of Service of Respondents with the Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
1-10 yrs	66	53.2	53.2	53.2
Valid 11-15 yrs	58	46.8	46.8	100.0
Total	124	100.0	100.0	

Source: Field Survey, 2019

Table 4.4 shows the length of service of respondents. 66 (53.2%) of the employees had worked for between 1-10 years in the hotels. 58 (46.8%) of the respondents had worked for 11-15 years. The majority of the respondents had worked for at least 10 years. This implied that majority of respondents have experience in the industry for few years.

4.1.2 Effects of Selected Motivation Factors on Employee Performance

Table 4.5: Working Conditions and Employees Performance in Hotel Industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	12.9	12.9	12.9
	Disagree	33	26.6	26.6	39.5
	Undecided	41	33.1	33.1	72.6
	Agree	29	23.4	23.4	96.0
	Strongly Agree	5	4.0	4.0	100.0
	Total	124	100.0	100.0	

Source: Field Survey, 2019

The study was interested to find out whether working conditions to hotel employees are pleasant and allows them to perform accordingly. Table 4.5 depicts that attractive working conditions encourage employees to work comfortably. The response from respondents shows that 41(33.1%) were neutral to the question. 33 (26.6%) disagreed that their working conditions are comfortable and allows them to perform their roles accordingly. 16 (12.9%) strongly disagreed that that their working conditions are pleasant.

The results from the respondents indicated that despite of medical insurance, salary and bonuses package, social security fund but comfortable working conditions is among one of the things which attract employees to work in hotel industry and its facilities such as uniforms and equipment. Therefore, the answers from the respondents' together revealed that their working conditions and environment are not comfortable and do not allow them to perform their roles effectively and efficiently.

Table 4.6: Employee Recognition and Performance of Employees in the Hotel Industry

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	23	18.5	18.5	18.5
Disagree	29	23.4	23.4	41.9
Undecided	20	16.1	16.1	58.1
Agree	26	21.0	21.0	79.0
Strongly Agree	26	21.0	21.0	100.0
Total	124	100.0	100.0	

Source: Field Survey, 2019

This study was interested to know whether the employees in hotel industry are motivated, because motivation has influence on the performance due to satisfaction, commitment and loyalty to the job itself. Table 4.6 revealed that 26 (21.0 %) strongly agreed that their recognition of hard work by hotel managers. 26 (21.0 %) agreed to the assertion. However, 20 (16.1%) were undecided. On the other hand, 29 (23.4%) disagreed and 23 (18.5%) strongly disagreed.

The result clearly shows that about half of the respondents hold the view that if they contribute to any service delivery their efforts will not be appreciated and compensated. This is a bad development because it will stifle initiative and demoralize staff from coming up with initiative which would have gone a long way to enhance performance in the hotel industry.

Table 4.7: Training Opportunities and Employees Performance in the Hotel Industry

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	15	12.1	12.1	12.1
Disagree	33	26.6	26.6	38.7
Undecided	40	32.3	32.3	71.0
Agree	17	13.7	13.7	84.7
Strongly Agree	19	15.3	15.3	100.0
Total	124	100.0	100.0	

Source: Field Survey, 2019

Training opportunities is something crucial to hotel employees for the purpose of improving performance and competence. The researcher needed to understand from the respondents if they receive training towards their work. Table 7 indicates that 19 (15.3%) strongly agreed that staff were benefitting from training and development programmes. 17 (13.7%) also agreed to that opinion. 40 (32.3) of the respondents were undecided on whether staff were benefitting from training and development programmes. On the other hand, 33 (26.6%) disagreed to the assertion and 15 (12.1 %) strongly disagreed.

The result from the table showed that most of the staff were not benefitting from training and development programmes to handle some of the challenges on service delivery. The findings imply that most of the hotel employees are not receiving training for developing their career and competence of their job. However, training and development activities are well publicized and it is inevitable for motivation and performance.

Table 4.8: Promotion Opportunities and Performance of Employees in Hotel Industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	27	21.8	21.8	21.8
	Disagree	21	16.9	16.9	38.7
	Undecided	29	23.4	23.4	62.1
	Agree	32	25.8	25.8	87.9
	Strongly Agree	15	12.1	12.1	100.0
	Total	124	100.0	100.0	

Source: Field Survey, 2019

The study was interested to know whether the employees in hotel industry have opportunities for promotion, because endorsement encourages hard working, morale and it is part of motivation. Table 4.8 shows that an average aggregation 47 (37.9%) of the respondents strongly agree and agree on the opinion that their job provides opportunity for promotion of everybody's employee in the organization including top management commitment.

However, 48 (38.7%) of the respondents strongly disagree and disagree and thought otherwise on the opinion that their job provides opportunity for promotion. The study reveals that most of the employees in hotel industry have opportunities and chances for promotion through their job.

Table 4.9: Bonus Payment and Performance of Employees in Hotel Industry

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	9	7.3	7.3	7.3
Disagree	34	27.4	27.4	34.7
Undecided	48	38.7	38.7	73.4
Agree	25	20.2	20.2	93.5
Strongly Agree	8	6.5	6.5	100.0
Total	124	100.0	100.0	

Source: Field Survey, 2019

The researcher needed to know whether payment of bonus motivates employees to perform better at work. Table 4.9 indicates that 8 (6.5%) strongly agreed that bonus payment motivates them to perform. 25 (20.2%) agreed that salary motivate them to perform. 48 (38.7%) were undecided to the question. However, 34 (27.4%) disagreed. 9 (7.3%) also strongly disagreed that that bonus payment encouraged them to work harder under hotel business. This table shows that only 20.2% of the respondents agreed that bonus payment encourages them to work under hotel business. Majority of the respondents 27.4% disagrees and thought otherwise indicating that salary do not encourage them to work under hotel business.

The implication of the finding is that rather than bonus payment there are other things which encourage performance like working conditions, sense of humanity, recognition, promotions, food, transport, medical attention, social security, involvement and appreciation. So through this study it reveals that employees are motivated with bonus payment but accompanied with other motivational packages as mention above.

Table 4.10: Role of Employee Motivation on Performance in Hotel Industry

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	26	21.0	21.0	21.0
Disagree	35	28.2	28.2	49.2
Undecided	33	26.6	26.6	75.8
Agree	18	14.5	14.5	90.3
Strongly Agree	12	9.7	9.7	100.0
Total	124	100.0	100.0	

Source: Field Survey, 2019

The study was interested to find out the connection between motivation and employees performance in hotel industry. Table 4.10 reveals that motivation has associations with employee's performance. The response from respondents shows that 9.7% with 12 respondents strongly agreed that there is a connection between motivation and employee's performance. 18 respondent equals to 14.5% they agreed that there is a relationship.

However, 26.6% of the respondent by 33 they said that they are not sure whether there is a connectivity or not, 35 respondents with 28.2% disagreed that there is a relationship between motivation and employees' performance while 21% (26 respondents) strongly disagree with the opinion on the relationship between motivation and employee performance. The implication of the finding is that there is no relationship between motivation and employee performance.

4.1.3 Effects of Other Motivating Factors on Employee Performance

Table 4.11: Employee Well-being of Workers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	14	11.3	11.3	11.3
Disagree	26	21.0	21.0	32.3
Undecided	35	28.2	28.2	60.5
Agree	40	32.3	32.3	92.7
Strongly Agree	9	7.3	7.3	100.0
Total	124	100.0	100.0	

Source: Field Survey, 2019

Table 4.11 indicates that 40 (32.3%) of the respondents agree with the statement that their well-being is being considered in the hotel policies and motivation packages. However, 35 (28.2%) were neutral and undecided in their response. 26 (21.0%) disagreed with assertion. This indicates that management has demonstrated commitment to employee well-being is exemplary to the rest of the staff in terms of employee well-being in the hotel.

Table 4.12: Effect of Employee Relationship with Managers and Hotel Performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	18	14.5	14.5	14.5
Disagree	21	16.9	16.9	31.5
Undecided	44	35.5	35.5	66.9
Agree	31	25.0	25.0	91.9
Strongly Agree	10	8.1	8.1	100.0
Total	124	100.0	100.0	

Source: Field Survey, 2019

Table 4.12 shows respondents view of their relationship with managers in the hotel industry. 10 (8.1%) strongly agreed that they were in good relationship with managers. 31 (25.0%) also agreed that they were in good relationship with managers. 44 (35.5%) were neutral to the assertion. 21 (16.9%) disagreed. 18 (14.5%) strongly disagreed to the assertion that they were in good relationship with managers. This shows that close to half of the staff are not in good and cordial relationship with managers in the hotel industry.

Consequently, when this occurs it makes it difficult for them to own the decisions and work with them. This can also affect employee performance in the hotel industry. This kind of practice in the hotel industry has the potential of negatively impacting on the performance of employees and demotivating them.

Table 4.13: Comfortability with Present Fringes Benefits to the Employees in Hotel Industry

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	20	16.1	16.1	16.1
Disagree	26	21.0	21.0	37.1
Undecided	28	22.6	22.6	59.7
Agree	39	31.5	31.5	91.1
Strongly Agree	11	8.9	8.9	100.0
Total	124	100.0	100.0	

Source: Field Survey, 2019

Table 4.13 represents the researcher's attempt to know whether the hotel employees are comfortable with the present benefits they get from their employer because benefits encourage employees to retain at work place and facilitate a good performance as a part of motivation. 11 (8.9%) of respondents strongly agreed that they are comfortable with different benefits they get from their employer. 39 (31.5%) of respondents agreed that they

are comfortable with different benefits they get from their employer. 26 (21.0%) of respondents however disagreed that they are not contented with present benefits. 20 (16.1%) of valid respondents strongly disagreed that they are not contented with present benefits. 28 respondents equal to 22.6% neither agreed or disagree with the present benefits, they neither agreed with the present benefits, this means that they were not sure with the payback they get (the neutrality showed that they do not see the potentiality of the present benefits).

Table 4.14: Participation in Planning and Setting Goals of the Employees in Hotel Industry

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	20	16.1	16.1	16.1
Disagree	34	27.4	27.4	43.5
Undecided	34	27.4	27.4	71.0
Agree	28	22.6	22.6	93.5
Strongly Agree	8	6.5	6.5	100.0
Total	124	100.0	100.0	

Source: Field Survey, 2019

The study was interested to know if employees have opportunities to participate on planning and setting goals towards their obligations and involvement of employees to the hotel plans. In Table 4.14 the respondents were asked if they participate in planning and set the way they would achieve their goals, 28 (22.6%) of respondents agreed that participation create confidence and showed ownership of different tasks. 34 (27.4%) of respondents again indicated that it was due to poor service quality provision. 20 (16.1%) of respondents strongly disagree agreed that they participate in planning and setting their goals which means they do not participate in planning and situate some goals by that

employees reduce morale on performance. 34 (27.4%) of respondents were undecided which means that sometimes they participate and sometimes they participate through representation of HODs, the implication on that is occasionally they can perform accordingly and at other times they can consider business as usual.

Table 4.15: Clarifications and Feedback Based on Different Issues from HODs

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	20	16.1	16.1	16.1
Disagree	30	24.2	24.2	40.3
Undecided	38	30.6	30.6	71.0
Agree	25	20.2	20.2	91.1
Strongly Agree	11	8.9	8.9	100.0
Total	124	100.0	100.0	

Source: Field Survey, 2019

In Table 4.15 the researcher wanted to know whether employees receive clarifications and feedback from HODs and management generally because, feedbacks encourages employee to work confidently while correcting their mistakes from here and then, clarifications makes clarity to employees to their duties and roles, and it build relationship and team working between management and employees. On average 50 (40.3%) of respondents strongly disagree with the view that received clarifications and feedbacks from their HODs. However, 36 (29.1%) of respondents strongly agree that they got feedbacks and clarifications to their duties. 30.6% of the respondents were not sure if they got clarifications and feedbacks on different issues concerned with their roles and thus why neutrality comes in.

Table 4.16: Policies of Hotel Industry towards their Employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	14	11.3	11.3	11.3
Disagree	26	21.0	21.0	32.3
Undecided	35	28.2	28.2	60.5
Agree	40	32.3	32.3	92.7
Strongly Agree	9	7.3	7.3	100.0
Total	124	100.0	100.0	

Source: Field Survey, 2019

The study intended to find out whether policies at hotel industry are fair and friendly to their employees. In Table 4.16, the respondents were asked if policies at their work place are fair, 40 (32.3%) agree that that policies at their work place are fair, 35 respondents equal to 28.2% they said that they are not sure whether policies at their work place are fair or not so they were neutral/neither agreed. However; 14 respondents with 11.3 % strongly disagreed that policies are fair, 25 respondents of 21% disagreed that policies at their work place were not fair and 14 respondents agreed that policies are fair. This implies that policies at hotel industry favour the management while employees feel humiliated and disvalued at some point. This has a negative impact on employee motivation and performance in the hotel industry. However, the findings implied that most of the motivational policies are friendly to their employees because as hotel business they follow the policy from the Ministry of labour and Employment and Ministry of tourism which are well established with the government, they inherit those policies at place.

Table 4.17: Opportunities for Making Recommendations to their Jobs at Hotel**Industry**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	18	14.5	14.5	14.5
Disagree	21	16.9	16.9	31.5
Undecided	44	35.5	35.5	66.9
Agree	31	25.0	25.0	91.9
Strongly Agree	10	8.1	8.1	100.0
Total	124	100.0	100.0	

Source: Field Survey, 2019

The study was interested to know if there was a chance for employees to make recommendations towards their work. Opportunities for recommendations of the employees towards their job improves their ability to work, efficiency, confidence and it shows that their potentialities were valued by the management and so encourages them to work hard. Table 4.17 indicated that, 31 (25.0%) of the respondents agreed that they have opportunity to make recommendations while 18 (14.5%) strongly agree that there is a possibility for recommendations. In contrast, 21 respondents representing 16.9% disagreed, while 44 (35.5%) of the respondents were undecided which means that sometimes they got a chance and sometimes they do not. This implies that majority got a chance for recommendations while minority they don't, chances for recommendations for all employees is crucial for better performance.

Table 4.18: Objectivity of the Promotion Process to the Employees in the Hotel Industry

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	16	12.9	12.9	12.9
Disagree	33	26.6	26.6	39.5
Undecided	41	33.1	33.1	72.6
Agree	29	23.4	23.4	96.0
Strongly Agree	5	4.0	4.0	100.0
Total	124	100.0	100.0	

Source: Field Survey, 2019

The study was intended to know how fair the procedures and its process were to employee's promotion by considering that promotion is a part of motivation. The respondents were asked if promotion process and procedures used by their employer are fair. Table 4.18 revealed that 26.6% strongly agreed that the process and procedures in promotion were fair while 23.4% agree agreed that promotion processes and its procedures are fair. 41 (33.1%) of the responded were undecided to answer the question which meant that they were not sure with the process and its procedures.

Table 4.19: Motivation and Effectiveness of the Workers in the Hotel Industry

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	23	18.5	18.5	18.5
Disagree	29	23.4	23.4	41.9
Undecided	20	16.1	16.1	58.1
Agree	26	21.0	21.0	79.0

Strongly Agree	26	21.0	21.0	100.0
Total	124	100.0	100.0	

Source: Field Survey, 2019

To ascertain if the effectiveness of the worker will favour their performance in the hotel industry. Table 4.19 shows that 29 respondents representing 23.4% disagree that there is a relationship employee effectiveness and performance. 26 (21.0%) agree while 20 (16.1%) were undecided on the question. The result shows that the hotel industry does not describe the basic qualities and values that characterize the ideal behaviour employee effectiveness. In addition, the finding indicated that superior subordinate relationship in the organization is generally not cordial because each of them performs his/her duties according to specifications required and there is no effectiveness in the execution of task and other assigned duties among the employees.

Table 4.20: Motivation and Efficiency of the Workers in the Hotel Industry

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	15	12.1	12.1	12.1
Disagree	33	26.6	26.6	38.7
Undecided	40	32.3	32.3	71.0
Agree	17	13.7	13.7	84.7
Strongly Agree	19	15.3	15.3	100.0
Total	124	100.0	100.0	

Source: Field Survey, 2019

The study sought to find out if employees in the hotel industry are motivated towards performance by getting their job done properly in good time and at the least cost possible there by encouraging employee efficiency. From the above Table 4.20 above, it can be seen that 33 respondents representing 26.6% of the total respondents disagree with the

view. 19 (15.3%) strongly agree while 40 (32.3%) were undecided to answer the question. The implication of the finding is that employees are not motivated towards efficient service delivery in the hotel industry. This is attested by the majority of respondents who opined that the hotel industry does not provide them with a job schedule to ensure time is properly utilized towards efficiency in worker performance.

4.1.4 Descriptive Statistic

Table 4.21: Descriptive Statistic between Employee Motivation and Performance in the Hotel Industry

	N	Minimum	Maximum	Mean	Std. Deviation
Service Quality	124	7.00	25.00	16.5081	4.21476
Working Condition	124	9.00	25.00	18.4758	3.87081
Employee Recognition	124	9.00	25.00	18.3871	4.05593
Training Opportunities	124	9.00	25.00	18.5565	3.85152
Promotional	124	9.00	25.00	16.5242	4.39043
Bonus Payment	124	7.00	25.00	16.1935	4.55620
Valid N (list wise)	124				

Source: Field Study, 2019

As indicated in the descriptive statistic Table 4.21, working conditions had a mean of 18.4 with a standard deviation of 3.8, recognition and compensation had a mean of 18.3 with a standard deviation of 4.0, training opportunities had a mean of 18.5 with a standard deviation of 3.8, promotion had a mean of 16.5 with a standard deviation of 4.3 and bonus payment had a mean of 16.1 with a standard deviation of 4.5. The mean values for the responses ranges from 18.5-16.1 and the mean of means was 17.4. This indicated that employee motivation practices were being applied in the hotel industry. With the average mean of 17.4 implies that employee motivational practices in the hotel industry is

moderately applied as indicated by a mean average of less than 20 as compare to the industry standard in the hotel industry.

4.1.5 Pearson Moment Correlation

Table 4.22: Correlation between Working Conditions and Employee Performance

		Employee Performance	working conditions
Employee performance	Pearson Correlation	1	-.063
	Sig. (2-tailed)		.489
	N	124	124
working conditions	Pearson Correlation	-.063	1
	Sig. (2-tailed)	.489	
	N	124	124

Source: Field Survey, 2019

Table 4.22 shows the correlation between working conditions on employee performance delivery. The result shows that working conditions has a 0.489 correlation with employee performance in the hotel industry. Based on the correlation, there is an insignificant negative relationship between the two variables; working conditions and employee performance ($r_s = 0.489$, $n = 124$, $p = 0.063$). The R-value shows the direction and the strength of the correlation. The bigger the value the more significant it is. The sign (**) indicates that there is a correlation between the variables. In this case, the Pearson coefficient ($\rho = 0.489$) shows a moderate positive correlation between the variables under investigation. This means that the null hypothesis is accepted with $r = 0.489$. The p-value which is the decision criteria here is to reject the null hypothesis if $p \leq 0.05$. If $p \geq 0.05$ then the correlation is considered to be insignificant but if $p \leq 0.05$ (meaning the researcher can be 95% confident that the relationship between these two variables is not due to chance) then the correlation is considered to be significant. In this case, correlation coefficient

measuring the relationship between working conditions and employee performance indicated a statistical insignificance relationship with $p\text{-value} \geq 0.05$, this implies that the null hypothesis is accepted at a 95% confident interval. That is, $p\text{-value} = 0.063$ and this is > 0.05 level of significance. As such, we accept the null hypothesis (H_0) and reject the alternative hypothesis (H_1). Therefore, it can be safely concluded that motivation practices of working conditions has no significant effect on employee performance in the hotel industry.

Table 4.23: Correlation between Employee Performance and Employee Recognition

		Employee Performance	Employee recognition
Employee performance	Pearson Correlation	1	-.405**
	Sig. (2-tailed)		.000
	N	124	124
Employee recognition	Pearson Correlation	-.405**	1
	Sig. (2-tailed)	.000	
	N	124	124

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey, 2019

Table 4.23 shows the correlation between recognition and employee performance. The result shows that employee recognition has a -0.405 correlation with employee performance. Based on the correlation, there is a significant negative relationship between the two variables; employee recognition and employee performance ($r_s = -0.405$, $n = 124$, $p = 0.000$). The R-value shows the direction and the strength of the correlation. The bigger the value the more significant it is. The sign (**) indicates that there is a correlation between the variables. In this case, the Pearson coefficient ($\rho = 0.405$) shows a moderate negative correlation between the variables under investigation. This means that the null

hypothesis accepted since $r = 0.405$. The p-value which is the decision criteria here is to reject the null hypothesis if $p \leq 0.05$. If $p \geq 0.05$ then the correlation is considered to be insignificant but if $p \leq 0.05$ (meaning the researcher can be 95% confident that the relationship between these two variables is not due to chance) then the correlation is considered to be significant. In this case, correlation coefficient measuring the relationship between recognition and compensation and employee performance indicated a statistical significance relationship with $p\text{-value} \leq 0.05$, this implies that the null hypothesis is rejected at a 95% confident interval. That is, $p\text{-value} = 0.000$ and this is < 0.05 level of significance. As such, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1). Therefore, it can be safely concluded that motivational practices of employee recognition have a significant effect on employee performance in the hotel industry.

Table 4.24: Correlation between Employee Performance and Training Opportunities

		Employee Performance	Training Opportunities
Employee performance	Pearson Correlation	1	.046
	Sig. (2-tailed)		.615
	N	124	124
Training Opportunities	Pearson Correlation	.046	1
	Sig. (2-tailed)	.615	
	N	124	124

Source: Field Survey, 2019

Table 4.24 shows the correlation between training opportunities on employee performance. The result shows that training opportunities has a 0.046 correlation with employee performance. Based on the correlation, there is an insignificant negative relationship between the two variables; training opportunities and employee performance ($r_s = 0.046$, n

= 124, $p = 0.615$). The R-value shows the direction and the strength of the correlation. The bigger the value the more significant it is. The sign (**) indicates that there is a correlation between the variables. In this case, the Pearson coefficient ($\rho = 0.046$) shows a moderate positive correlation between the variables under investigation. This means that the null hypothesis accepted since $r = 0.046$. The p-value which is the decision criteria here is to reject the null hypothesis if $p \leq 0.05$. If $p \geq 0.05$ then the correlation is considered to be insignificant but if $p \leq 0.05$ (meaning the researcher can be 95% confident that the relationship between these two variables is not due to chance) then the correlation is considered to be significant. In this case, correlation coefficient measuring the relationship between training opportunities and employee performance indicated a statistical insignificance relationship with $p\text{-value} \geq 0.05$, this implies that the null hypothesis is accepted at a 95% confident interval. That is, $p\text{-value} = 0.615$ and this is ≥ 0.05 level of significance. As such, we accept the null hypothesis (H_0) and reject the alternative hypothesis (H_1). Therefore, it can be safely concluded that motivation practices of training opportunities have no significant impact on employee performance in the in the hotel industry.

Table 4.25: Correlation between Employee Performance and Promotion

		Employee Performance	Promotion
Employee performance	Pearson Correlation	1	-.175**
	Sig. (2-tailed)		.051
	N	124	124
Promotion	Pearson Correlation	-.175**	1
	Sig. (2-tailed)	.051	
	N	124	124

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey, 2019

Table 4.25 shows the correlation between promotion and employee performance. The result shows that promotion has a 0.175 correlation with employee performance. Based on the correlation, there is a significant negative relationship between the two variables; promotion and employee performance ($r_s = 0.175$, $n = 124$, $p = 0.051$). The R-value shows the direction and the strength of the correlation. The bigger the value the more significant it is. The sign (**) indicates that there is a correlation between the variables. In this case, the Pearson coefficient ($\rho = 0.175$) shows a moderate positive correlation between the variables under investigation. This means that the null hypothesis accepted since $r = 0.175$. The p-value which is the decision criteria here is to reject the null hypothesis if $p \leq 0.05$. If $p \geq 0.05$ then the correlation is considered to be insignificant but if $p \leq 0.05$ (meaning the researcher can be 95% confident that the relationship between these two variables is not due to chance) then the correlation is considered to be significant. In this case, correlation coefficient measuring the relationship between promotion and employee performance indicates a statistical significance relationship with $p\text{-value} \leq 0.05$, this implies that the null hypothesis is rejected at a 95% confident interval. That is, $p\text{-value} = 0.051$ and this is ≤ 0.05 level of significance. As such, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1). Therefore, it can be safely concluded that motivation practices of promotion have a significant effect on employee performance in the hotel industry.

Table 4.26: Correlation between Employee Performance and Bonus Payment

		Employee Performance	Bonus Payment
Employee performance	Pearson Correlation	1	.089
	Sig. (2-tailed)		.327
	N	124	124

Bonus Payment	Pearson Correlation	.089	1
	Sig. (2-tailed)	.327	
	N	124	124

Source: Field Survey, 2019

Table 4.26 shows the correlation between bonus payment on employee performance. The result shows that bonus payment has a 0.089 correlation with employee performance. Based on the correlation, there is an insignificant negative relationship between the two variables; bonus payment and employee performance ($r_s = 0.089$, $n = 124$, $p = 0.327$). The R-value shows the direction and the strength of the correlation. The bigger the value the more significant it is. The sign (**) indicates that there is a correlation between the variables. In this case, the Pearson coefficient ($\rho = 0.089$) shows a moderate positive correlation between the variables under investigation. This means that the null hypothesis accepted since $r = 0.089$. The p-value which is the decision criteria here is to reject the null hypothesis if $p \leq 0.05$. If $p \geq 0.05$ then the correlation is considered to be insignificant but if $p \leq 0.05$ (meaning the researcher can be 95% confident that the relationship between these two variables is not due to chance) then the correlation is considered to be significant. In this case, correlation coefficient measuring the relationship between bonus payment and employee performance indicates a statistical insignificance relationship with $p\text{-value} \geq 0.05$, this implies that the null hypothesis is accepted at a 95% confident interval. That is, $p\text{-value} = 0.327$ and this is ≥ 0.05 level of significance. As such, we accept the null hypothesis (H_0) and reject the alternative hypothesis (H_1). Therefore, it can be safely concluded that total quality motivation practices of bonus payment has no significant impact on employee performance in the hotel industry.

4.2 Result of Regression Analysis

Table 4.27: Multicollinearity Test between Employee Motivation and Employee Performance in the Hotel Industry.

Model		Collinearity Statistics	
		Tolerance	VIF
1	Working Conditions	.856	1.168
	Employee Recognition	.839	1.192
	Training Opportunities	.970	1.031
	Promotion	.860	1.163
	Bonus Payment	.893	1.120

a. Dependent Variable: Employee Performance

Source: Field Survey, 2019

The study examined the effect of multicollinearity on the regression models using the variance inflation factor for the independent variables (VIF) analysis. If the VIF factor is less than 5 then there is no Multicollinearity problem. The findings indicated that the mean variance inflation factors for all the independent variables was 1.132 implying that there was no Multicollinearity problem since independent variables did not have variance inflation factors (VIF) that exceeded 5.

Table 4.28: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.420 ^a	.176	.142	3.90503

a. Predictors: (Constant), Working conditions, employee recognition, training opportunities, promotion and bonus payments.

The summarized regression table show that there is a relatively significant relationship between the dependent and independent variables as indicated by R of .420 for employee recognition, training opportunities, promotion, bonus payment, working conditions respectively. Similarly, the R^2 which is a measure of the strength of association or variance in the dependent variable that can be explained by the independent reveal a coefficient of determination (R^2) value of 0.176 This value reveals that 17.6% of the changes or variation

that occurred in employee performance is attributed to motivation practices of employee recognition, training opportunities, promotion, bonus payment, working conditions in the hotel industry. The remaining 82.40% are accounted for factors outside the scope of this study.

Table 4.29: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	385.575	5	77.115	5.057	.000 ^b
	Residual	1799.417	118	15.249		
	Total	2184.992	123			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), working conditions, employee recognition, training opportunities, promotion and bonus payment.

From the ANOVA table, the F-value is the Mean Square Regression (77.115) divided by the Mean Square Residual (15.249), yielding $F=5.057$. The model in this table shows that motivation practices and employee performance is statistically significant at (Sig =.000) and is a significant predictor of employee performance at $F(4,118) = 5.057$. This implies that the overall regression model is statistically significant. The regression model result implies that all independent variables are highly significant in explaining that there is a significant relationship between the dependent variable and independent variables. This implies that the model is fit and can be used for statistical inferences.

Table 4.30: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	22.874	2.952		7.748	.000
Working Conditions	.048	.098	.044	.491	.624
Employee Recognition	-.398	.095	-.383	-4.195	.000
Training Opportunities	.038	.093	.035	.408	.684
Promotion	-.095	.086	-.099	-1.095	.276
Bonus Payment	.057	.082	.061	.691	.491

a. Dependent Variable: Employee performance

The coefficient of determination for motivation practice of providing friendly working condition (WOC) is positive ($\beta = 0.48$) and is insignificant at 0.05 ($0.624 > 0.05$) with respect to employee performance. The value of 0.48 representing the coefficient of determination indicated that less than 50% (48.0%) of the changes or variation that occurred in employee performance is attributed to friendly working conditions. Therefore, the null hypothesis is accepted that friendly working conditions has no significant effect on organization performance in the hotel industry.

The coefficient of determination for motivation practice of employee recognition (REG) is negative ($\beta = -0.398$) but significant at 0.05 ($0.000 < 0.05$) with respect with respect to employee performance. The value of 0.398 representing the coefficient of determination indicated that less than 50% (39.8%) of the changes or variation that occurred in employee performance is attributed to recognition. Therefore, the null hypothesis is rejected employee recognition has a significant effect on employee performance in the hotel industry.

The coefficient of determination for motivation practice of training opportunities (TRA) is positive (0.38) and is insignificant at 0.05 ($0.684 > 0.05$) with respect to employee performance. The value of 0.38 representing the coefficient of determination indicated that less than 50% (38.0%) of the changes or variation that occurred in employee performance is attributed to training opportunities. Therefore, the null hypothesis is accepted that training opportunities has no significant effect on employee performance in the hotel industry.

The coefficient of determination for motivation practice of promotion (PRO) is negative ($\beta = -0.95$) and is insignificant at 0.05 ($0.276 > 0.05$) with respect to employee performance. The value of -0.96 representing the coefficient of determination indicated that less than 50% (-95.0%) of the changes or variation that occurred in employee performance is attributed to promotion. Therefore, the null hypothesis is accepted that organization promotion has no significant effect on employee performance in the hotel industry.

The coefficient of determination for motivation practice of bonus payment (BON) is positive ($\beta = 0.57$) and is insignificant at 0.05 ($0.491 > 0.05$) with respect to employee performance. The value of 0.57 representing the coefficient of determination indicated that slightly above 50% (57.0%) of the changes or variation that occurred in employee performance is attributed to bonus payment. Therefore, the null hypothesis is accepted that organization bonus payment has no significant effect on employee performance in the hotel industry.

4.3 Discussion of Findings

The discussion of findings was based on the theoretical findings, empirical findings as well as findings based on the objectives of the study respectively.

4.3.1 Discussion of Theoretical Findings

The Abraham Maslow's theory is validated by the findings of this research with respect to the relationship between motivation and performance. Although the theory has been widely criticized, it is however significant and still very much applicable in today's business world.

The theory establishes that for employees to be highly productive, certain needs must be fulfilled and even though it does not hold true or is not applicable in all settings it is however, relevant to managers who seek to get the best performances from their employees. These needs may vary individually in terms of priority ranging from basic needs to security needs to belongingness needs amongst others. This is because when employees' needs are met over time they see the need to reciprocate the support of their organization by increasing their performance levels.

Herzberg's motivation-hygiene theory is also substantiated by the findings of this study despite the various criticisms levied at the theory. The effects of motivational (intrinsic and extrinsic) factors such as work environment, recognition and compensation, promotion processes and procedures, training and career development and stability in salary payment and fringe benefits on job satisfaction of workers shows that in line with the Herzberg motivation-hygiene theory, employees who are satisfied with their jobs tend to be extremely productive. Hygiene factors are vital to avoid job dissatisfaction. This is because dissatisfaction would result in low morale which would be evident in form of decreased performance levels from workers.

In addition, Vroom's theory has also been validated because current research generally supports the decision making concepts proposed by the theory which is seen as relevant or

effective in terms of improving worker's performance levels. The theory takes into consideration those factors that are reliant basically on the employee's perspective. However, it poses a big challenge to managers as employees differ in terms of culture and understanding as such determining those motivational factors that employee's desire may prove too costly for the organization to fulfill therefore it has been criticized because it can be difficult to implement in a group of employees working in an organization.

4.3.2 Discussion of Empirical Findings

The majority respondents of the study were male in comparison with females. This means that majority of people who work in the hotel industry are men due to the nature of the industry itself for example porters, drivers, chefs, gardeners and night security personnel and if you compare with female who most of them are housekeepers, cashier's and receptionists. On the issue of education level majority of the respondents were degree certificate only because most of them they are dealing with technical works and decision making. Study findings showed that the experience working years of the majority respondents were 0-10 years.

Majority of the employees studied in the various hotels declared that they know their roles and duties. Most of the respondents in this study tend to disagree that the organization does a lot as regards health and wellbeing of the employees. This is because most of the respondents are not satisfied with their working conditions and feel that the organization does not provide them with adequate leave and holiday periods. Also majority of the respondents also feel that the organization does not take matters concerning employee health and safety seriously.

Majority of the respondents tend to agree that they enjoy good relationships with their co-workers both within and outside the workplace. They also tend to agree that the company organizes social functions to bring staff together thereby encouraging harmony amongst employees.

A great number of respondents also tend to agree that they enjoy good relationships with their managers. This is because most of the respondents receive feedback in form of praise and criticisms concerning assigned tasks and are also involved in decision making processes in the organization. However, they also claim that such relationships are strictly professional as they do not enjoy friendly relationships outside the workplace with their managers.

As regards work condition, most respondents tend to disagree that their present working conditions are okay and that their offices are spacious. However, they tend to agree that the organization is doing a lot to improve the environment by organizing health and safety environmental programs. Also most respondents claim to enjoy a certain level of autonomy in discharging their duties.

In terms of employee recognition, a great number of respondents tend to disagree that the company pays them well. They also prefer cash rewards to in-kind rewards and claim not to receive allowances for special duties and overtime on the job. However, they tend to agree that tend to agree that more incentives should be included in their total reward package and that they are currently satisfied with their current pay.

As regards training opportunities, most respondents tend to agree that the company has a training and development policy applicable to all employees. Also they claim to have attended skill acquisition programs sponsored by the company and that supervisors support the use of techniques learnt in training that employees bring back to the job. Further,

majority of respondents strongly agreed that they received trainings which built their capacity, confidence and ability of their work. Majority of the respondents agreed that their job provides opportunities for promotion.

Respondents strongly agreed that promotion procedures taken by the management are fair. Most of the respondents agreed that salaries were not sufficient but it assists them to reduce the hardships of life. Respondents of study strongly agreed that their jobs are financially secured. Majority of respondents also strongly agreed that working conditions are comfortable and allows them to perform accordingly.

Despite the above, majority of the respondents strongly agreed that they participate in planning and setting goals because hotel industry encourages team work to accomplish the required. Most of the respondents strongly agreed that they got clarifications and feedbacks from their HODs which showed the recognition from the management. Also findings showed that majority of the respondents they are aware with different policies at their work place but those policies sometimes are fair and sometimes not.

As regards effectiveness of workers, majority of the respondents tend to agree that managers visibly demonstrate commitment to quality and that the company provides realistic and clearly defined quality goals. They also claim that their workload is fair and that they have the tools and resources to do their jobs well while evaluations are carried out by supervisors based on the results they get from their jobs. In terms of efficiency of workers, a higher percentage of respondents tend to agree that the organization provides them with a job schedule to ensure time is properly utilized and claim to be held accountable for resources at their disposal. Also most respondents tend to agree that their managers give them credit for completing tasks in record time as well as criticizes them for

the waste of resources. They also claim to get their jobs done properly in good time at the least cost possible.

4.3.3 Discussion of Findings Based on Hypotheses Tested

The findings of this study are presented below in line with the hypotheses of the study:

Hypothesis 1: To determine the effect of working conditions on employee performance in the hotel industry. The findings of this study were based on statistical data analyses and hypothesis testing. The descriptive analysis of data collected revealed that the above stated employee working condition is not a significant predictor of employee performance. Therefore, the null hypothesis is accepted that working conditions has no significant effect on employee performance in the hotel industry. The findings of this study were validated by Jibowo (2007) who established that intrinsic motivation is a significant predictor of employee effectiveness and plays a major role in improving worker performance levels in an organization. This study was challenged by the findings of Lin (2013) in the research titled assessment of intrinsic and extrinsic motivation on employee performance which revealed that factors like employee well-being, work place environment and organizational policy have a significant effect on workers' effectiveness which is also a measure of performance.

Hypothesis 2: To ascertain the effect of employee recognition on employee performance in the hotel industry. The findings from the study revealed that employee recognition on employee performance by hotel managers is a significant predictor of worker efficiency as a measure of performance. As such the alternative hypothesis which state that employee recognition and compensation has a significant effect on employee performance in the hotel industry is accepted. The study revealed that recognition is a significant predictor of worker effectiveness. As such the alternate hypothesis which states that employee

recognition has a significant effect on the level of effectiveness of the worker was accepted while the null was rejected. Findings also showed that recognition was rated highly by the respondents and is believed to have a great effect on the level of effectiveness of the workers. This could be due to the fact that extrinsic factors especially monetary rewards tend to appeal more to workers especially in developing nations where the standard of living is poor and basic amenities are lacking is seen as a way of fulfilling other needs which intrinsic factors may not provide.

The finding of the study is in agreement with the study of Olaniyi (2013) on effects of job stress and motivation on performance of employees in hotel industry, she revealed that employees consider monetary compensation as the dominant factor which motivates people to work, but also challenging and meaningful work, good bosses, job security, attractive working conditions are among of the factors that influence performance in hotel industry. These findings also agree with Centres and Bugental (2007) in their study of the relationship between motivational factors and worker's performance using the two factor theory where effectiveness and efficiency were used as measures of performance. These were finding were challenged by the work of Kashifurrehman (2007) who found that factors like pay, promotion and training had impact on employee motivation and not things like recognition of employees.

Hypothesis 3: To examine the effect of training opportunities on employee performance in the hotel industry. Based on the correlation, there is an insignificant negative relationship between training opportunities and employee performance. Therefore, it can be safely concluded that motivation practices of training opportunities have no significant impact on employee performance in the in the hotel industry. The findings from the study revealed that training is not a significant predictor of worker efficiency. The findings of this study is challenged by researchers like Kashifurrehman (2007) who found that factors like pay,

promotion and training had impact on employee motivation and this could be due to the fact that although extrinsic factors especially monetary rewards tend to appeal more to workers, training and career development provides them with opportunity for growth through skill acquisition. Also the lack of required tools, skills and resources necessary to carry out their work efficiently in an organization may also affect the level of efficiency of the worker. Furthermore, lack of adequate job schedule may also be responsible for inefficiency in most organizations. These findings also disagree with the findings of Jagero (2012) on relationship between on the job training and employee's performance in courier companies in Dar es Salaam, Tanzania, the study mentioned that training has the direct impacts on employees' performance by generating benefits to both the employees and the organization, other factors improving performance are like communication flow and organizational culture, good working environment, employees skills and knowledge with motivation and rewards. He further stated that the need for career growth through training and development was deemed a major criterion for improved level of efficiency of workers citing the acquisition of necessary skills as a determining factor. However, the findings of this study were validated by Jibowo (2007) who established that intrinsic motivation is a significant predictor of employee effectiveness and plays a major role in improving worker performance levels rather than extrinsic motivation like training and development.

Hypothesis 4: To examine the effect of promotion on employee performance in the hotel industry. Based on the correlation, there is a significant negative relationship between employee promotion and employee performance. Therefore, it can be safely concluded promotion have no significant effect on employee performance in the hotel industry. The findings were challenged by a study by Mosoma (2014) on effect of organization promotion and on employee's satisfaction in Tanzania's small and medium hotel industry

enterprises. The study result revealed that hotel owners and managers do not consider employees as first customer internally, knowing the problems of employees at work and out work, employee's skills and competence through training, encouraging flexibility and innovative among employees, sense of belonging and feedbacks from management to employees on how promotions are being conducted and by doing so employee performance is clearly affected in the hotel industry. However, the findings of this study were validated by Jibowo (2007) who established that intrinsic motivation is a significant predictor of employee effectiveness and plays a major role in improving worker performance levels in an organization rather than extrinsic motivation like promotion in the workplace.

Hypothesis 5: To determine the effect of bonus payment on employee performance. The findings from the study revealed that good bonuses are significant predictors of the level of performance of the worker. As such the null hypothesis which states that bonus payment has no significant effect on employee performance in the hotel industry was accepted while the alternative was rejected. The findings of this study were validated by Jibowo (2007) who established that intrinsic motivation is a significant predictor of employee effectiveness and plays a major role in improving worker performance levels in an organization rather than extrinsic motivation like bonus payment and compensation. However, a study by Gay (2000) on work motivation factors of the public sector and private sector convention centre employees, through his findings he stipulated that the top priority for hotel workers including hotel industry is good wages and bonuses. Also the study revealed that salary motivates employees to perform harder but it should be accompanied with other packages such as bonus payments, medical insurance, attractive working environment, job security and recognition.

4.3.4 Conclusion on Findings

The findings of this study were challenged by various researchers like Akerele (2001) and Nwachukwu (2004) in their study on the role of motivation on employee's performance in the hotel industry and discovered that although salary motivate employees to perform but there are some motivational packages which accompany employee's performance such as working condition, bonuses, recognition, clarity of roles and duties of the employees, medical insurance, social security funds and fair promotion.

Nevertheless, it is clear that this research study provides a valuable collection of ideas, facts and figures that can be of importance to other researchers, entrepreneurs, lecturers and students in comprehending the effects and relationships that exist between workplace motivation and employee performance.

The empirical review into the relevant research on effect of employee motivation on employee performance showed that motivation is very significant to performance. Most of these Studies conducted in various nations around the globe all posited that motivation is essential in improving employee effectiveness and efficiency levels on the job. This study therefore provides a basis for research works and findings in these nations to be applied in business institutions and hotel organizations alike in Nigeria.

This contributes to knowledge by establishing that employee motivation be it intrinsic or extrinsic facilitates performance levels of workers. In previous studies, most researchers argue that motivation has a significant effect on the level of performance of a worker however it is clear that extrinsic motivation has a significant impact. This study has therefore contributed to knowledge by pointing out that there is a significant relationship between motivation and employee performance. Findings from this research also validates claims or arguments that motivational factors are considered significant in influencing employee performance in an organisation.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

The major aim of this research was to identify the effects of employee motivation on employee performance using 66 hotels in the North Central states of Nigeria that includes Benue, Nasarawa, Kogi, Kwara, Plateau, Niger and FCT. Specifically, the study examined the effect of working conditions, employee recognition, training opportunities, promotion and bonus payment on employee performance of hotel organization in Nigeria using hotels in the north central states. In addition, to the objectives, chapter one contains the statement of research problem, the research questions, significance of the study, hypotheses, scope as well as an operationalization of the research variables used in the study.

In Chapter two, extensive literature and various theories on motivation such as Abraham Maslow's hierarchy of needs theory, Frederick Herzberg's two-factor theory and Victor Vroom's expectancy theory was discussed in relation to performance measures. The empirical review brought to the fore that the concept of motivation is extensively recognized as an important tool in attaining high employee performance levels, it is however very complex, relative and unique to members of a workforce. This is to say that what motivates or appeals to one individual may in no way appeal to another because people differ in terms of wants and needs. Therefore, it is imperative for hotels, employers and their managers to display positive disposition in applying the concept of motivation in order to elicit reciprocal positive gestures, behaviours and high levels of performance from the members of its workforce.

The review further substantiated that organizational performance can be enhanced through motivational factors be it intrinsic or extrinsic in nature but the right mix of both factors is

essential as no one factor should be underestimated or should one gain preference over the other. Intrinsic motivational factors are in every way as important as extrinsic motivational factors as such managers must strive to continually deliver a unique mix of value to ensure that the members of its workforce are and stay highly motivated. This is because as motivation increases, chances are that performance will also increase. Therefore, an employee's welfare in terms of compensation, promotion processes and procedures, regular salary payment and fringe benefits as well as training and career development and also work environment should not be taken for granted as far as performance is concerned. It is therefore necessary for hotels, organizations and businesses alike to understand that employees are also as important as its customer base and are an asset to the survival of any given business enterprise.

Also, it is imperative to understand that the theories being discussed in this research that is Maslow's hierarchy of needs theory, Herzberg's two-factor theory and Vroom's expectancy theory may have been validated in some literatures and also have been extensively criticized in others for various reasons. However, they are still applicable in the present more complicated and diverse work environment. Although some empirical works has for one reason or the other invalidated these theories, they should not be dismissed but rather should be viewed as a simple model that has successfully made a substantial addition to the field of motivation and has broadened our knowledge of a worker's approach towards the job. Also it has provided or laid the groundwork for potential researchers who may wish to continually form new and better principles of workforce motivation. Finally, this review of empirical studies will be concluded with the position of, which suggests that motivation both intrinsic and extrinsic have a significant effect on worker's performance levels as such vital to the growth, stability, development and success of any organization particularly in the hotel industry in Nigeria.

In chapter three, with the aim of achieving the stated objectives of this study, the descriptive research design and the survey method were adopted. The research instruments used for data collection was the questionnaire. The questionnaires were administered to 124 staff of the selected hotels in the north central states of Nigeria. In addition, chapter focuses on the systematic approach for solving the research problem in the study and highlights the instruments and techniques used to seek solutions to the research problem. It consists of the research design, sample population, sample frame, sample size determination, sampling techniques, research instruments, validity and reliability of research instruments and methods of data analysis. The purpose of this research is to examine the effect of employee motivation on employee performance.

Chapter four is the presentation and analysis of data which was gotten from questionnaires administered. Descriptive statistics was used for the analysis of the data; linear regression analysis was also used to test all the hypotheses. In determining the effect of working conditions on employee performance in the hotel industry; the findings of this study were based on statistical data analyses and hypothesis testing. The descriptive analysis of data collected revealed that the above stated working condition is not a significant predictor of employee performance. Therefore, the null hypothesis is accepted that working conditions has no significant effect on employee performance in the hotel industry.

In ascertaining the effect of employee recognition on employee performance in the hospitality industry; the findings from the study revealed that employee recognition on employee performance by hotel managers is a significant predictor of worker efficiency as a measure of performance. As such the alternative hypothesis which state that employee recognition and compensation has a significant effect on employee performance in the

hotel industry is accepted. The findings from the study reveals that recognition is a significant predictor of worker effectiveness.

To examine the effect of employee training opportunities on employee performance in the hospitality industry. Based on the correlation, there is an insignificant negative relationship between training opportunities and employee performance. Therefore, it can be safely concluded that motivation practices of training opportunities have no significant impact on employee performance in the in the hotel industry.

To examine the effect of employee's promotion on employee performance in the hospitality industry. Based on the correlation, there is a significant negative relationship between employee promotion and employee performance. Therefore, it can be safely concluded that motivation practices of promotion has no significant effect on employee performance in the hotel industry.

To determine the effect of bonus payment on employee performance. The findings from the study revealed that good wages and bonuses are not significant predictors of the level of performance of the worker. As such the null hypothesis which states that organization bonus payment has no significant effect on employee performance in the hotel industry was accepted while the alternative was rejected.

5.2 Conclusions

The study has examined the relationship between employee motivation and employee performance using selected hotels in the North Central states of Nigeria. Specifically, the study examined the effect of working conditions, employee recognition, training opportunities, promotion and bonus payment on employee performance in hotels in Nigeria using hotels in the North Central States (Benue, Nasarawa, Niger, Kogi, Kwara, Plateau

and FCT). Hotel industry in the hospitality category needs employees who are satisfied with their work, and who will be able to perform in an effective manner.

The study concluded that employees are and should be considered the most vital above other factors of production, the most valuable resource available to an organization. This is because they are an integral part of the organization as such it is very important for organizations, in pursuit of a competitive edge, to ensure that the satisfaction of their employees is made a top priority. This is to ensure that employees display positive attitude to work through improved performance levels. Also it is important to note that a lack of adequate motivation results in low performance and vice versa.

Furthermore, the study concludes that employers and their managers who value their staff should recognize the factors that affect employee performance levels on the job or in the workplace and ensure they are fulfilled accordingly. The concept of motivation may be complex particularly in the workplace and may pose a serious challenge to managers as it is relative to individuals. This is because people differ in what they need and want as such what may be seen as a source of motivation to an individual may not seem so to another. As such managers tend to find it extremely difficult in coping with such a dilemma in trying to figure out how to keep members of the workforce motivated. Although, several factors may affect worker performance levels in an organization such as friendly work condition and environment, recognition and compensation, training and career development, promotion processes and procedures and stability in payment of salaries and other fringe benefits. The aspect of Motivation however plays a major role in improving worker performance levels and therefore should not be underestimated.

The study also concluded that employee motivation be it intrinsic or extrinsic in nature has a significant effect and is a predictor of performance levels in an organization. It also

concludes that both intrinsic and extrinsic factors of motivation appeal to employees and a right mix of both is essential in bringing out best performances from a workforce. These findings validate the Herzberg two factor theory, Maslow's hierarchy of needs theory and Vroom's expectancy Theory.

5.3 Recommendations

The following recommendations are made based on the findings of the study;

1. The finding of the study revealed that working conditions has no significant effect on employee performance in the hotel industry. However, it is recommended that management should ensure they create a work environment that is conducive for workers with adequate working conditions as well as providing the right tools and resources to ensure worker effectiveness in discharging their respective duties.
2. The findings from the study revealed that employee recognition by hotel managers is a significant predictor of worker efficiency as a measure of performance. Thus, the study recommended that apart from focusing on monetary incentives other motivational factors such as praise, letter of recognition, best performer of the year award, travel and air ticket offers, medical insurance and social security funds should be incorporated within the motivation practices. In addition, management should ensure that rewards and benefits are fairly, justly and competitively allocated to employees.
3. The finding also revealed that employee motivation practices of training opportunities has no significant impact on employee performance in the in the hotel industry. It is equally recommended that management should strive to ensure that all employees engage in training programs to acquire new skills and also have equal opportunity to utilize their skills and competencies. Management should make sure that career development opportunities are clearly communicated to employees. An established

career path and an adequate development plan should be put in place for employees, development programs should be linked to each employee's career needs and not just the organization's needs. Employees should be selected for sponsored training programs fairly and justly.

4. Further, the findings of the study revealed that employee motivation practices of promotion has no significant effect on employee performance in the hotel industry but is still important. However, it is still recommended that hotels should ensure that management provides adequate information about strength and weaknesses of employees in form of feedback from employee evaluations. Further, employees who offer the same level of inputs with respect to skills, efforts, qualifications, experience, should be entitled to equitable outcomes in terms of pay, promotion, job security, and opportunity for advancement.
5. The findings from the study revealed that bonus payment has no significant effect on employee performance in the hotel industry but is still essential. Thus the study recommended that apart from monetary incentives, management should make policies that aids in ensuring that employees are adequately extrinsically motivated to remain intrinsically motivated on the job such as participation in planning and decision making, opportunity for making recommendations, health and well-being.

5.4 Limitations of the Study

The major limitation which the study faced during findings was commitment of the respondents due to the reason that hotel industry is so demanding based on time. Some of the respondents were too busy to fill questionnaires and it was difficult to get their attention. Some of the questionnaires were misplaced, and by that reason the allocated cost and time for follow-up was not enough and more time was required. For the purpose of

solving those challenges the study decided to incur more cost for re-printing the questionnaires and resubmitting to the respondents. Moreover, the study allocated more time to make sure that the questionnaires were filled with close follow up.

The findings of the study cannot not be generalized because of the scope of study. Data collection was limited to the hotel industry and therefore findings of the study may not reflect or hold true in other sectors in Nigeria such as manufacturing, financial services, ICT, among others as such may not be generalized to all organizations. Furthermore, the study was restricted to Hotels located in the North Central States (Benue, Plateau, Niger, Nasarawa, Kogi, Kwara and FCT) and cannot be generalized to other States and Hotels in Nigeria.

Furthermore, the study utilized some variables of workplace motivation, and employee performance which includes working conditions, employee recognition, training opportunities, promotion and bonus payments. Other variables under motivation may not yield exactly the same results and may provide more insight on the relationship between motivation and performance. Also the researcher is limited only to the information provided by the respondents in the research and therefore cannot determine the reliability and accuracy of the information provided.

5.5 Suggestions for Further Research

The following suggestions will be beneficial for future research:

The study was concerned with hotel workers in North Central States of Nigeria. A research similar to it can be carried out in other business organizations so as to ascertain the applicability of the research findings in other contexts. In addition, further research can be

carried out using Hotels in other geopolitical zones and also research could be carried out using more than one industry as a study.

This study directly focused on assessing the relationship between employee motivation and employee performance in the hotel industry. The relationship between motivation and employee performance was shown by the study, but the way of measuring employee's performance is still an ambiguity because it may differ from one hotel to another and also in individuals, therefore, it is suggested that further study should be conducted to explore on the clear ways and consensus criteria's of measuring motivation and the effect on employee performance in the hotel industry.

REFERENCES

- Abassi, S. M. and Hollman, K. W. (2000). Turnover: The Real Bottom Line Public Personnel Management vol. 29, no. 3, pp 333-342.
- Abbott, M. and Doucouliagos, C. (2003). The Efficiency of Australian Universities: A data Envelopment Analysis. *Economics of Education Review*, 22 (1), 89-97.
- Adeniji, A. A. (2011). *Organizational Climate and Job Satisfaction Among Academic Staff in Some Selected Private Universities in Southwest Nigeria*, (PhD Thesis). Covenant University, Ogun State, Nigeria.
- Afful-Broni, A. (2012). Relationship Between Motivation and Job Performance at the University of Mines and Technology, Tarkwa, Ghana: Leadership Lessons. *Creative Education*, 3(3), 309-314.
- Agbeto, O. (2002). Towards an Understanding of Inequity. *Journal of Abnormal Social Psychology*, 67, 422-436.
- Ahmed, P. and Rafiq, M. (2003). “Internal Marketing and Mediating Role of Organizational Competencies” *European Journal of marketing*. Pp.1221- 1240.
- Aka, E. (2013). Money and the Motivation of the Nigerian Workers, Labour and Society.
- Akerele, A. (2001). Role of Labour in Performance. *Nigeria Journal of Industrial Relation*, 5, 50-58.
- Akhtar, N., Aziz, S., Hussain, Z., Ali, S., and Salman, M. (2014). Factors Affecting Employees Motivation in Banking Sector of Pakistan. *Journal of Asian Business Strategy*, 4(10), 125-133.
- Akinyele S. T. (2010). The Influence of Work Environment on Worker’s Performance: A Case Study of Selected Oil and Gas Industries in Lagos, Nigeria. *African Journal on Business Management* 4(3), 299–307.

- Akwara, A. F., Abutu, G., Akwara, N. F. and Okwelume, R. (2014). Motivation as a Tool for Enhancing Performance in the Organized Private Sector of the Nigerian Economy: A Case Study of the Tourism and Hospitality Industry in Nigeria. *International Journal of Democratic and Development Studies* 2(1), 17-25.
- Al Jenaibi, B. (2010). "Job Satisfaction: Comparisons among Diverse Public.
- Al-Aamri, A. D. (2010). "Employee Motivating in Private Organization" Project and employee performance on performance of commercial banks in Kenya" *African Journal of History and Culture* Vol. 2(5), Academic Journals,
- Alhaji, I. A., and Wan Yusoff, W. F. (2012). Does motivational factor influence organizational commitment and effectiveness? A review of literature. *Journal of Business Management and Economics*, 3(1), 001-009.
- Alonso, P. and Lewis, G. (2001). Public Service Motivation and Job Performance: Evidence from the Federal Sector" *The American Review of Public Administration*, Vol 31, No 4: 363-380.
- Altinoz, M., Cakiroglu, D., and Cop, S. (2012). The Effect of Job Satisfaction of the Talented Employees on Organizational Commitment: A Field Research. *Procedia - Social and Behavioural Sciences* 58, 322-330.
- Aluko, N. (November, 2014). Challenges Facing Manufacturing Companies in Nigeria and
- Amarachukwu, F. U. (2007). *A Handbook of Personnel Management*. Enugu: Marydan Publishing Coy.
- Anderfuhren, G., Friedlander, F., and Diener, E (2010). "The Relationship of Satisfiers and Dissatisfiers to Performance, Turnover and Morale", Vol. 20, pp.499
- Andrews, S. (2009). *Human Resource Management: A Textbook for Hospitality Industry*. Tata McGraw Hill

- Asim, M. (2013). Impact of Motivation on Employee Performance with Effect of Training: Specific to Education Sector of Pakistan. *International Journal of Scientific and Research Publications*, 3(9), 1-9.
- Assam, A. P. (2002). *Motivation and Job Satisfaction*. (Unpublished Masters' Thesis, University of Lagos, Nigeria.)
- Azagba P.J.I (2004). "Effect of Regulatory Failure on Urban Transport Fares" NITT Publication, Zaria. pp 361 – 363
- Azar, M., and Shafighi, A. A. (2013). The Effect of Work Motivation on Employees' Job Performance (Case Study: Employees of Isfahan Islamic Revolution Housing Foundation). *International Journal of Academic Research in Business and Social Sciences* , 3(9), 432-445.
- Baase, C. M. D. (2009). Testimony before the Senate Committee on Health, Education, Labour and Pensions 23. *International Journal of Management, Business, and Administration*, 17(1), 4-9.
- Babbie, E., and Mouton, J., (2001). *The Practice of Social Research*. Oxford: Oxford University Press.
- Badu, K. (2010). Monetary Economics in the Developing Countries, Money and Economics. *International Journal of Human Resource Studies*, 4(3), 19-34.
- Banjoko S.A. (1996) *Human Resource Management*, Saban Publishers, Lagos
- Banjoko, S. (2006). *Managing Corporate Reward Systems*, Lagos: Pumark Nigeria Limited.
- Banjoko, S. (2006). *Managing Corporate Reward Systems*, Lagos: Pumark Nigeria Limited.
- Banjoko, S. A (2010). *Human resources management*. Lagos: Saban Publishers.

- Bartram, S. and Gibson, B. (2000). *The Training Needs Analysis Toolkit*, 2nd ed. Amherst, MA:
- Bassanini, A. (2004). Improving Skills for More and Better Jobs? The Quest for Efficient Policies to Promote Adult Education and Training. *European Commission Conference, Quality and Efficiency in Education*, Brussels, May 6th, 2002.
- Basset-Jones, N. and Lloyd, G. C. (2005), Does Herzberg's Motivational Theory have Staying in Power? *Journal of Management Development*, 24(10), 57-56.
- Beach D. S. (2005). *Management of People at Work*. London, Collier Macmillan.
- Becker, B. E. and Gerhart, S. (2006). The Impact of Human Resource Management on Organizational Performance: Progress and Prospects. *Academy of Management Journal*, 4(4), 779-801.
- Berelson, B., and Steiner, G. A. (2003) *Human Behavior*. New York, Brace and World.
- Bernadin J. H. (2005). *Human Resource Management, an Experimental Approach*, (4th Edition) McGraw Hill/Irin (Boston), USA, 252 – 253
- Bernard, D. (1961). Self-determination in a Work Organization. *Journal of Applied Psychology*, 74, 580–590.
- Bernardin, H. J. (2007). *Human Resource Management: An Experiential Approach*. Tata McGraw Hill
- Bessell, I., Dicks, B., Wysocki, A., Kepner, K. (2002). *Understanding Motivation: An Effective Tool for Managers*. Florida: University of Florida IFAS extension.
- Bhatti, K. K., and Qureshi, T. M. (2007). Impact of Employee Participation on Job Satisfaction, Employee Commitment and Employee Performance. *International Review of Business Research*, 3, 54 –68.
- Blaxter, L., Hughes, C., and Tight, M. (2004). *How to Research* 3rd Edn. England: Open University Press.

- Boudrias, J., Gaudreau, P., Savoie, A. and Morin, A. (2009), "Employee Empowerment: From Managerial Practices to Employees Behavioural Empowerment", *Leadership and Organizational Development Journal* 625- 638.
- Boyne, George A. (2002). Public and Private Management: What's the Difference? *Journal of Management Studies* 39 (1): 97 – 122.
- Brady, M. (2000). Employee Work Engagement: Best Practices for Employers. *Research Works*
- Brenner, P. (2004). *Workers Physical Surrounding*. (5th Edition). Tata McGraw Hill
- Brewer, G. and Selden, C. (2008). "Whistle Blowers in the Federal Civil Service: New Evidence of the Public Service Ethic", *Journal of Public Administration Research and Theory*, Vol 8 (3): 413-439.
- Broussard, S. C., and Garrison, M. E. B. (2004). The Relationship Between Classroom Motivation and Academic Achievement in Elementary School-aged Children. *Family and Consumer Sciences Research Journal*, 33(2), 106–120.
- Brown, W. A., and Yashioka, C. F. (2003). Mission Attachment and Satisfaction as Factors in Employee Retention. *Journal of Non-profit Management and Leadership* 14(1), 5-18.
- Burns, A. J., Roberts, T. L., Posey, C., Bennett, R. J. and Courtney, J. F. (2015). Assessing the Role of Security Education, Training, and Awareness on Insiders' Security-related Behavior: An Expectancy Theory Approach. In: *System Sciences (HICSS)*, 48th Hawaii International Conference.
- Burton, D., and Bartlett, S. (2009). Key Issues for Education Research. Los Angeles: SAGE.
- Butkus, R.T. and Green, T.B. (2009). Motivation, Beliefs and organizational Transformation.

- Cacioppe, R. and Mock, P. (2014). "A Comparison of Quality of Work Experience in Government and Private Organizations", *Human Relations*, Vol 37, No 11: 923-940.
- Carol, S. Dwenck, and Ellen L. L. (1988). *Psychological Review*, Vol. 95. No. 2 pp. 256 – 273.
- Centers, R. and Bugental D. E. (2007), Intrinsic and Extrinsic Motivations Among Different Aspects of the Working Population. *Journal of Applied Psychology*, 15(1), 7-20.
- Chapman, E., and Goodwin, C. (2001). *Supervisor's Survival Kit: Your First Step Into Management* (9th Edition). Prentice Hall.
- Cheng, H. (2005) "Assessing the Employee Motivation in the Hotel Industry in Taipei, Taiwan", University of Wisconsin Stout Pp.22.
- Cherian, J., and Jacob, J. (2013). Impact of Self Efficacy on Motivation and Performance of Employees. *International Journal of Business and Management*, 8(14), 80-88.
- Chowdhury, (2007). Enhancing Motivation and Work Performance.
- Clifton (2002). The Effects of Strength Education on the Academic Motivation of First-year College Students. *Dissertation Abstracts International*, 64(02A), 417-570.
- Cohen J. D., Braver T. S., Brown J. W. (2001). Computational Perspectives on Dopamine Function in Prefrontal Cortex. *Curr. Opin. Neurobiol.* 12, 223–229.
- Cole, G. A. (2002). *Personnel and Human Performance Management*. London: Contium Publishers.
- Cole, G. A. (2006). *Personnel and Human Performance Management*. London: Contium Publishers.
- Cooper, D. A. (2001). Sociological and Managerial View of Management Accounting Essays in British Accounting Research. Bromwich and Hopwood Edition Pitman.
- Cooper, D., and Schinder, P. (2006). *Business research methods*. (8th edition). New York.

- Coopers, D. R., and Schindler, P. S. (2006). *Business Research Methods*. (9th ed.). New York: McGraw-Hill Company Inc.
- Crewson, P. (2007). "Public Service Motivation: Building Empirical Evidence of Incidence and Effect", *Journal of Public Administration*, Vol 4, No 2: 80-89.
- Cummins, R. C. (2010), Job Stress and the Buffering Effect of Supervisory Support. *Group Organization. Management*. 15, 92–104.
- Curtis, C. R., Upchurch, R. S., and Severt, D. E. (2015). Employee Motivation and Organizational Commitment: A Comparison of Tipped and Nontipped Restaurant Employees. *International Journal of Hospitality and Tourism Administration*, 10(3), 253-269.
- Dar, A. T., Bashir, M., Ghazanfar, F., and Abrar, M. (2014). Mediating Role of Employee Motivation in Relationship to Post-Selection HRM Practices and Organizational Performance. *International Review of Management and Marketing*, 4(3), 224-238.
- Daschler, P. J. and Ninemeier, J. D. (2009). Supervision in the Hospitality Industry. East
- Davies, J. (2005). Review of effects of task factors on job attitude and job behavior II. *Job Enlargement and Organizational Context, Perdoni Psychology* 22, 418 –426.
- Deci, E. L., Ryan, R. M. (2000). The "What" and the "Why" of Goal Pursuits: *Human Needs and the Self-determination of Behavior, Psychological Inquiry*, 11, 227-268.
- Dessler, G. (2001). *Management: Leading People and Organization in the 21st Century*. Harlow: Prentice Hall. "Employee Motivation and Team Performance of the Banks in Ghana and China" Proceedings of the 7th International Conference on Innovation and Management.
- Devadass, R. (2011). Employees Motivation in Organizations: An Integrative Literature Review. *International Conference on Sociality and Economics Development*, 566-570.

- Dobre, O.I. (2013). Employee Motivation and Organizational Performance. *Review of Applied Socio- Economic Research*, 5(1), 1-8.
- Doellgast, L. (2006). Discretionary Effort and the Organization of Work: Employee Participation and Work Reform Since Hawthorne. New York: Columbia University.
- Ejiofor, P. (2007). Management in Nigeria: Theories and Issues. Onitsha: Africana- Feb Publishers Limited.
- Ejiogu, P. N. O. (1992). *Managing the Nigeria Worker*. Ikeja: Longman Publishers.
- EK, K., and Mukuru, E. (2013). Effect of Motivation on Employee Performance in Public Middle Level Technical Training Institutions In Kenya. *International Journal of Advances in Management and Economics*, 2(4), 73-82.
- Eshiteti, S. N., Okaka, O., Maragia, S. N. Odera, O. and Akerele, E. K. (2013). Effects of Succession planning programs on staff retention. *Mediterranean Journal of Social Sciences*, 4(6), 157.
- Estes, B. and Polnick, B. (2012). Examining Motivation Theory in Higher Education: An Expectancy Theory Analysis of Tenured Faculty Performance. *International Journal of Management, Business, and Administration*, 15(1), 1-7.
- Etzioni, A. (2004). *Modern Organizations*. New Jersey, Englewood Cliffs: Prentice-Hall Inc.
- Ezulike, A. (2011). "Evaluating Performance Level in Nigerian Civil Service: A Case Study of Imo State" *Unpublished Postgraduate Thesis*, Calabar: University of Calabar.
- Fowler, J.M. (2001), Relationship among Subordinate Personality and their Need for Motivation. Published Dissertation, South Africa: De Mont Fort University
- Frank, S. and Lewis, G. (2004). "Government Employees- Working Hard or Hardly Working", *The American Review of Public Administration*, Vol 34, No 1: 36-51.

- Gabris, G. and Simo, G. (2005). "Public Sector Motivation as an Independent Variable Affecting Career Decisions", *Public Personnel Management*, Vol 24, No 1: 33-51.
- Gay, K. (2000). Work Motivation Factors of the Public Sector and Private Sector Convention Center Employees, University of Wisconsin-Stout.
- Genebra, P. (2003). "A New Face for Private Providers in Developing Countries: What Implications for Public Health", *Bulletin of World Health Organization*, Vol 81, No. 4: Unspecified pages.
- George, J. M. and Jones, G. R. (2012). *Understanding and Managing Organizational Behavior*. 6th edition. Reading, MA: Prentice Hall.
- Ghana. Kpakpakpa.com.
- Giancarlo, F. L. (2014). Should HR Professionals Devote More Time to Intrinsic Rewards? *Compensation and Benefits Review*, 46(1), 25-31.
- Gillenson, M. L., and Sanders, T. C. (2005). Employee Relationship Management: Applying the Concept of Personalization to U.S. Navy Sailors. *Information System Research*, 22(1), 45-50.
- Gilmore and Williams (2009). *Human Resource Management, Managing Performance*.
- Githinji, A. (2014). Effects of Training on Employee Performance: A Case Study of United Nations Support Office for the African Union Mission in Somalia. (Master's Thesis, Chandaria School of Business, United States International University).
- Golembiewski R. T. (2013). Handbook of Organizational Behaviour. London: Marcel Dekker, pp. 19-39.
- Gomes, D. R., Asseiro, V., and Ribeiro, N. (2013). Triggering Employee Motivation in Adverse Organizational Contexts: Going the Extra Mile" while Holding Hands with Uncertainty? *Business and Management Research*, 2(1), 41-54.

- Goulet, R., and Margaret L. (2002). Organizational Commitment across Three Sectors: Public, Non-Profit, and For-Profit. *Public Personnel Management* 31 (2): 201 – 10.
- Govender, S., and Parumasur, S. (2010). The Relationship Between Employee Motivation and Job Involvement. *SAJEMS NS*, 13(3), 237-253.
- Greenberg, J., and Baron, R. A. (2003). *Behaviour in Organizations: Understanding and Managing the Human Side of Work*. Englewood Cliffs, NJ: Prentice
- Guay, F., Chanal, J., Ratelle, C. F., Marsh, H. W., Larose, S., and Boivin, M. (2010). Intrinsic, Identified, and Controlled Types of Motivation for School Subjects in Young Elementary School Children. *British Journal of Educational Psychology*, 80(4), 711–735.
- Guest, D. E. and Conway, N. (2002). Communicating the Psychological Contract: An Employee Perspective. *Human Resource Management Journal*, 12(2), 2239.
- Habibah, A. and Fauziah, N.Y. (2008). Job Motivation and Job Performance: Case of Recipients for Excellent Service in a Higher Education Malaysia Management Review. (Online, available at <http://mgv.mim.edu.my/mmrsearch/9906/9990608.htm>).
- Hafiza, N. S., Shah, S. S., and Jamsheed, H. (2011). Relationship Between Rewards and Employees' Motivation in the Non-profit Organizations of Pakistan. *Business Intelligence Journal*, 4, 327-334.
- Hamidi, N., Saberi, H., and Safari, M. (2014). The Effect of Implementation of Talent Management on Job Satisfaction Governmental Organizations (Case Study: Ministry of Roads and Urban). *Journal of Novel Applied Sciences*, 3(1), 100-113
- Hammer, D., (2000). Job Satisfaction and Employee Performance. 8th Edition. Oxford: Oxford University Press.

- Harris, P. (2001). The Impact of Working Life on Health Behavior: The Effect of Job Strain on the Cognitive Predictors of Exercise. *Journal of Occupational Health Psychology*, 7, 342-353.
- Hassan, K., M. (2011). The Impact of Training and Development on the Performance of Administrative Staff in the Public Organization, Second Vice President's Office – Zanzibar.
- Hertzberg, F. (2003). One More Time: How Do You Motivate Employees? *Harvard Business Review*, 81(1), 87-101.
- Herzberg, E. (1998) "One More Time, How Do You Motivate Employees? *Harvard Business Review*, Vol. 46.
- Herzberg, F. (1958), The Motivation to Work, New York: John Wiley and Sons, ISBN 978-1-56000-634-3.
- Herzberg, F. (1974). Motivation-hygiene Profiles: Pinpointing What Ails the Organization.
- Herzberg, F. (2000). *The Motivation to Work*, New York: Willy and Son Publishers.
- Herzberg, F., Mausner, B., and Snyderman, B.B. (1959). The Motivation of Works (2nd edition). New York: John Wiley and Sons.
- Hezekiah, A. (2011). Institutionalization Challenges of Performance Appraisal System Tanzanian Local Authorities. University of Bergen, Department of Administration and Organization Theory.
- Higgins Y. (2004). The Management Challenge (2nd Ed.) New York, Macmillan.
- Hoobler, J. M., Brass, D.J. (2006) Abusive Supervision and Family Undermining as Displaced Aggression. *Journal of Applied Psychology*, 91, 1125–1133.
- Houston, D. (2000). *Public Service Motivation: A Multivariate Test*. *Journal of Public Administration Research and theory* 10 (4): 713 – 27.

- Hoy, W. K. and Miskel, C. G. (2007). Educational Administration: Theory, Research and Practice. New York: Random House.
- HRD Press, Inc.
- Hussain, R. M. (2011). An Empirical Study of the Relationship Between Motivation to Transfer and Transfer of Training. *Far East Research Centre*, 5(1), 47-56.
- Ifinedo, P. (2003). Employee Motivation and Job Satisfaction in Finnish Organizations: A Study of Employees in the Oulu Region, Finland. Master of Business Administration Thesis, University of London.
- Iheriohanma, E. (2006). "Perceiving Worker's Interest in Participatory Management: Issues and Challenges, *International Journal of Social Sciences*, Vol 5: 113-129.
- Iheriohanma, E. (2006). Perceiving Worker's Interest in Participatory Management: Issues and Challenges, *International Journal of Social Sciences*, 5: 113-129.
- Ilham, D. and Sheikh M. (2009). The Role of Work Motivation on Employee Performance. Universiti Utara Malaysia, Kedah.
- International Journal of Science and Research (IJSR)* 3(2), 414-424.
- Ivancevich, J. M., Konopaske, R., and Matteson, M. T. (2011). *Organizational Behaviour and Management*. New York, NY: McGraw –Hill
- Ivancevich, J., and Matteson, M. (2002). *Organizational Behaviour and Management* (6th Edition). New York: McGraw-Hill
- Jagero, N., Komba, H. and Mlingi, M. (2012). Relationship between on the Job Training and Employee's Performance in Courier Companies in Dar es Salaam Tanzania.
- James A. F, Stoner, R. F. (2009). *Management*. patarang, Delhi, India: Dorling Kindersley.
- James, C. (2014). "The warning signs of a demotivated workforce". LinkedIn.

- Jayaweera, T. (2015). Impact of Work Environmental Factors on Job Performance Mediating Role of Work Motivation: A Study of Hotel Sector in England. *International Journal of Business and Management*, 10(3), 271-278.
- Jean L., (2002). Satisfaction among Bank Employees in Punjab, Pakistan: A Comparative Study.
- Jennifer, M. and George, G. R. (2006). *Contemporary Management. Creating value in organizations*. New York, USA: McGraw-Hill/Irwin.
- Jibowo, A. A. (2007). —Effect of motivators and hygiene factors on job performance among extension workers in the former Western State of Nigerial. *The Quarterly Journal of Administration*, 12 (1):45-54.
- Johnson, R. E., and Steinman, L. (2009). Use of implicit measures for organizational research: An empirical example. *Canadian Journal of Behavioural Science*, 41, 202–212.
- Journal. Vol. 8, 44–56*
- Jurkiewicz, C; Massey, T; and Brown, R. (1998). “Motivation in Public and Private Organizations: A Comparative Study”, *Public Performance and Management Review*, Vol 21, No 3: 230-250.
- Kamau, H. N. (2011). Fringe Benefits Effects on Employee Performance in the Public Sector: A Case of State Department of Water, Nairobi County, Kenya. *Being a Research Project Submitted to the School of Business in Partial Fulfilment of the Requirements for the Award of Degree of Masters in Business Administration (Human Resources Management), Kenyatta University*.
- Kazmier, L.J (2011). *Management: A Programmed Approach with cases and Applications*, Tata McGraw-Hill Publishing Company Ltd., New Delhi
- Kelly, J. (2014). *Organizational Behaviour*. Homewood: Richard D. Irwin.

- Khan, A. Ahlstrom, David, and Bruton, Garry D. (2011). *International Management: Strategy and Culture in the Emerging World*, South-Western Cengage Learning.
- Kibui, A. W., Gachunga, H., and Namusonge, G. S. (2014). Role of talent management on employee retention in Kenya: A survey of state corporations in Kenya: Empirical review.
- Kihlgren, Annica L., Ingegerd Fagerberg , Kirsti Skovdahl , and Mona Kihlgren (2003). *Referrals from Home Care to Emergency Hospital Care: Basis for Decisions*. Journal of Clinical Nursing 12 (1): 28 – 36.
- Koontz H., O'Donnell, C. and Weihrich (1983). *Management*. London: McGraw-Hill International Book Company.
- Kothari, C.R. (2004). *Research and Methodology (Methods and Techniques)*, 2nd Revised Edition, New Age International (p) Limited Publisher, New Delhi, India.
- Kothari, C.R. (2004). *Research Methodology. Methods and Techniques*. Revised 2nd Edition. New Delhi. New Age International (P) Limited Publishers.
- Kreitner, R.,and Kinicki, A. (2011). *Organizational Behaviour* (5th ed.). McGraw-Hill companies, Inc, P.205-208. Lansing, MI: Educational Institute American Hotel and Motel Association.
- Kyko O.C. (2005). *Instrumentation: Know Yourself and Others*. New York: Longman
- Lake, S. (2000). Low Cost Strategies for employee retention: *Compensation and Benefits Review*. 32(4), 65-72.
- Lawler, E. E. (2003). *Reward practices and performance management 52 system effectiveness*. Center for effective organizations.
- Leana, C., Appelbaum, E., and Shevchuk, I. (2009). Work process and quality of care in early childhood education: The role of job crafting. Under review, *Academy of Management*

- Leete, L. (2000). *Wage Equity and Employee Motivation in Nonprofit and For-Profit Organizations* Journal of Economic Behavior and Organization 43 (4): 423 – 46.
- Likert, R. (2004). *The Human Organization: Its Management and Value*. New York: McGraw-Hill.
- Liklermah, A. (2005). How to measure the performance of HRM. *People Management*, 11(2), 44-45.
- Limited.
- Lin, H. F. (2007). Effects of extrinsic and intrinsic motivation on employee knowledge sharing intentions. *Journal of Information Science*, 33(2), 135-149.
- Lindner, Q., (1995). *The motivation to work*”, John Wiley and Sons, New York.
- Linus, O. (2006). *Business Research Methodology*. Lagos: Grey Resources Edition.
- Locke, E. (2008). “Toward a Theory of Task Motivation and Incentives”, *Organization Behaviour and Human Performance*, Vol. 3: 157-189.
- Lu, L., Cooper, C. L. and Lin, H. Y (2013). A cross-cultural examination of presentism and supervisory support. *Career Development International*, 18, 440–456
- Lumley, E. J., Coetzee, M., Tladinyane, R., and Ferreira, N. (2011). Exploring the job Satisfaction and organizational commitment of employees in the information technology Environment. *Southern African Business Review*, 15(1), 100-118.
- Lun, C. C. (2003). Explorations in achievement motivation. Paper presented at the annual meeting of the American Psychological Association, Washington, DC.
- Maimuna, M. N., and Rashad, Y. F. (2013). The impact of employee training and development on employee performance. *Global Journal of Commerce and Management Perspective*, 2(6), 91-93
- Mali, P. (2008). *Improving Total Performance*. New York: Harper and Row Publishers.
- Manion, J. (2005). *From Management to Leadership*. San Francisco: Jossey-Bass.

- Manzoor, Q.-A. (2012). Impact of Employees Motivation on Organizational Effectiveness. *Business Management and Strategy*, 3(1), 1-12.
- Marie, J. B. (2000). *Organizational Behavior 1: Essential Theories of Motivation and Leadership*, M.E. Sharpe
- Marler, G., (2000) What to do When you are Dissatisfied with Job Satisfaction Scales: A Better Way to Measure Job Satisfaction.
- Marsden, D. and French, S. (2002). "Performance Pay in the UK" in Brown, M. and Heywood, J. (eds.) *Paying for Performance: An International Comparison*, New York: M.E. Sharpe, Armonk.
- Marsden, D. and French, S. (2002). "Performance Pay in the UK" in Brown, M. and Heywood, J. (eds.) *Paying for Performance: An International Comparison*, New York: M.E. Sharpe, Armonk.
- Martin, J. (2005). *Organizational Behavior and Management* (3rd ed). London: Thomson Learning.
- Martocchio, J. (2006). *Strategic Compensation: A Human Resource Management Approach*, New Jersey: Prentice Hall
- Martocchio, J. J. (2006). *Employee Benefits: A Primer for Human Resource Professionals* (2nd Ed.). New York: McGraw-Hill/Irwin
- Mary, J. B. (2012). *Organizational Behavior 1: Essential Theories of Motivation and Leadership*, M.E. Sharpe
- Maslow, A. H. (1943). *Motivation and Personality*. New York: Harper and Row.
- Maslow, A. (1954). *Motivation and Personality*. New York: New York Harperand Row.
- Maslow, A. H. (1943). Theory of Human Motivation. *Psychological Review*, 50(4), 370-396.

- Maslow, A. H. (1954). Theory of Human Motivation, originally published in Psychological Review, 50.
- Mathis, R. L. and John, H. J. (2003). *Human Resource Management (11th ed.)*. Mason, O. H: Thomson/South Western.
- Mathis, Robert L., and John H. Jackson. (2003). *Human Resource Management*. (11th Ed). Mason, OH: Thomson/South-Western.
- May, T. (2001) “Social Research: Issues, Methods and Process”, Open University Press. Pp 113-117.
- Mayo, A. (2009). Making Human Capital Meaningful. *Knowledge Management Review*, 3(7), 26-26.
- Mayo, M., Sanchez, J. I., Pastor, J. C., and Rodriguez, A. (2012) Supervisor and Co-worker Support: A Source Congruence Approach to Buffering Role Conflict and Physical Stressors. *International Journal of Human Resource Management*, 23, 3872–3889
- Mbogu, G. (2001). Implications of Leadership Styles of Administrators on Job Performance in
- Mbogu, G. (2011). “Implications of Leadership Styles of Administrators on Job Performance in Two Selected Organizations in Owerri, Imo State” *Unpublished Thesis*, Calabar: University of Calabar
- Mc, J. B., Ssekakubo, J., Lwanga, F., and Ndiwalana, G. (2014). Employee Motivation, Job Satisfaction and Organizational Performance in Uganda’s Oil Sub-sector. *Global Advanced Research Journal of Management and Business Studies*, 3(7), 315-324.
- McAllister, D. J. (1995). Affect and Cognition-based Trust as Foundations for Interpersonal Co-operation in Organizations. *Academy of Management Journal*, 38(1), 24-59.

- McClelland, D. (1963). *The Achieving Society*. Princeton; J.N.J. Van Nostrand. McGraw Hill.
- McGregor, D. (1960) *The Human Side of Enterprise*, McGraw-Hill, New York
- McGregor, D. (1960). *The human side of enterprise*. New York: McGraw-Hill.
- McNamara C., (2003). Field Guide to Leadership and Supervision for Nonprofit Staff. (2nd Ed.). Amazon
- Mfinanga, J. S. (2011). Environmental Ethics and Ecotourism in Zanzibar. University of Applied sciences.
- Mitchell, M. S.; Ambrose, M. L. (2007). Abusive Supervision and Workplace Deviance and the Moderating Effects of Negative Reciprocity Beliefs. *Journal of Applied Psychology*, 92, 159
- Mohamed, B. M. (2013), Impact of Employee Motivation on Job Performance in Tanzania Banking Sector. Open University of Tanzania.
- Mohamoud, M., T. (2009). Motivation: The Art of Putting Theory into Practice. European Business Forum, Issue 20, Winter 2005, pp.17-20
- Moon M. (2000) Organizational Commitment Revisited in New Public Management Motivation.
- Moorhead, G. and Griffin, R. W. (1995). *Organizational Behaviour: Managing People and Organization*. Boston: Houghton Mifflin Company.
- Moorhead, G. and Griffin, R. W. (2000). *Organizational Behaviour: Managing People and Organization*. Boston: Houghton Mifflin Company.
- Morse, G. (2003). Why we misread motives. Harvard Business Review. *Journal of applied psychology* 81(1), 18.
- Mosley, D.C., Megginson, L.C. and Pietri, P.H. (2011). *Supervisory Management*. Cincinnati, OH: South-Western College Publishing.

- Mosoma, D. (2014). Effect of Internal Customer Care on Employees Satisfaction in Tanzania's Small and Medium Hotel Industry Enterprises, Ruaha University College, Tanzania.
- Mugenda, A. G. (2008). *Social Science Research: Theory and Principles*. Nairobi: Kijabe Printers.
- Mugenda, O. N., and Mugenda, A. G. (2003). *Research Methods: Qualitative and Quantitative Approaches*. Nairobi: ACTS press.
- Mugenda, O.M., and Mugenda, A.G. (2009). *Research Methods: Quantitative and Qualitative Approaches*. Acts Press. Nairobi.
- Mullins F. (2006), "One More Time: How Do You Motivate Employees"? Harvard Business. Review, January, Vol.81, Issue 1-8, pp. 86-96.
- Mullins, L. (2006). *Essentials of Organizational Behavior*. Harlow: Pearson Education Limited.
- Muogbo. (2013). The Impact of Employee Motivation On Organisational Performance (A Study of Some Selected Firms in Anambra State Nigeria). *The International Journal of Engineering and Science*, 2(7), 70-80.
- Mwanje, S., M., K., N. (2000). A Career Development and Staff Motivation in the Banking Industry: A Case Study of Bank of Uganda.
- Nanda, R., and Browne, J. J. 2007. 'Hours of Work, Job Satisfaction and Performance', *Public Performance Review*, vol. 2, no. 3, pp. 46-56.
- Ndunguru, P. (2007). *Lectures on Research Methodology for Social Sciences*. Morogoro: Mzumbe University Research Information and Publications Departments.
- Negussie, N. (2012). Relationship Between Reward and Nurses' Work Motivation in Addis Ababa Hospitals. *Ethiop J Health Sci.*, 22(2), 108-112.

- Ngatuni, P. (2012). Research Methodology. Dar es Salaam: The Open University of Tanzania (DRPS). Lecture 2.
- Ngechu, M. (2006). *Understanding the Research Process and Methods, An Introduction*. (1st Edition). Kenya: University of Nairobi.
- Ngirwa, C. (2006). Human Resource Management in African Work Organizations. Vol.1. Dar es Salaam: National Printing Company. J.intellect. Cap. 3 (3): pp 303-322.
- Nigeria, (1976) *Guidelines for Local Government Reform*, Government Printer, Kaduna
- Vroom, V. (1964) *Work and Motivation*, Chichester, John Willey.
- Nnenna, E. and Ukpere W. I. (2011). Strategies to Improve the Level of Employee Motivation in the Fast Food Outlets in Cape Town, South Africa.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B. and Wright, P.M. (2006) *Human resource management* (5th Ed.) New York: McGraw-Hill.
- Norland, E. V. T. (1990). Controlling Error in Evaluation Instruments. *Journal of Evaluation*, 28(2), 1-2.
- Nunnally, J. (1978). *Psychometric Theory*, New York: McGraw-Hill.
- Nwachukwu, C. C (2004). Effective Leadership and Performance. Evidence from a National Survey of Industrial Organization. *African Journal for the Study of Social Issues*, 1: 38
- Nwachukwu, C. C. (1987). *Management Theory and Practice*. Onitsha: Africana FEB Publisher Limited
- Nwachukwu, C. C. (2009). *Human Resources Management* (3rd edition), Port Harcourt: David Stone Publishers Ltd.
- Nwokwu, P. M. (2015). Role of Motivation in Enhancing Performance in the Nigerian Civil Service: A Study of Ebonyi State Civil Service System. *Being a Dissertation Submitted to the Department of Public Administration, Faculty of Management*

Sciences, Ebonyi State University, Abakaliki in Partial Fulfilment of the Requirements for the Award of Master of Science (M.Sc) Degree in Public Administration.

- O'Rourke, N. Hatcher, L. and Stepanski, E.J. (2005). A Step-by-Step Approach to using SAS for Univariate and Multivariate Statistics. 2nd Edn. USA: SAS Institute Inc. and John Wiley and sons Inc.
- Obikeze, S. O. (2005). *Personnel Management*. Onitsha: Book point ltd.
- Ofori, D., and Aryeetey, M. (2011). Recruitment and Selection Practices in Small and Medium Enterprises: Perspectives from Ghana. *International Journal of Business Administration*, 2 (3), 45-60.
- Ojo, R., (2003). "*Fundamentals of Research Methods*" Lagos: Standard, Publications
- Oladipo, J. A. and Abdulkadir, D. S. (2014). An Evaluation of Strategic Human Resource Management (SHRM) Practices in Nigerian Universities: The Impact of Ownership Type and Age. *European Journal of Economics, Finance and Administrative Sciences*, 32, 8-25.
- Olaniyi, A. A. (2013). Effects of Job Stress and Motivation on Performance of Employees in Hotel Industry (Hotels at Dublin Airport) National College of Ireland
- Paula, D. (2010), "Literature Reviews made Easy: A Quick Guide to Success" IAP. Pp.6.
- Olumuyiwa, O. S., Adelaja, A. S., and Oluwatosin., O. A. (2012). Motivation, an Engine for Organizational Performance, a case Study of Lagos State University, External System. *IOSR Journal of Business and Management*, 6(2), 30-41.
- Onah, F. O. (2008). *Human Resource Management (2nd ed.)*. Enugu: John Jacob's Classic Publishers Ltd.
- Onwe, S. O., Abah, E. O. and Nwokwu, P. M. (2015). Motivation as a Veritable Tool for Effective Leadership in the Nigerian Health Sector. *Journal of Public Policy and Administration Research* 5(4), 108-115.

- Osuagwu, L. (2006). *Business Research Methodology: Principles and Practice*. Surulere, Grey Resource Limited.
- Osuala E.G. (2005), *Introduction to Research Methodology*, Onitsha, African a FEP Publishers Ltd.
- Pagano, R. R. (2013). *Understanding Statistics in the Behavioural Sciences*. 10th Edn. USA: Wadsworth Cengage learning.
- Parashar, B. K. (2016). Significance of Theory Z in an Indian Scenario. *International Journal of Management and Social Sciences Research*, 5(2), 8-16. *Partnership for Workplace Mental Health*, 1, 1-11.
- Payne, G., and Payne, J., (2004). *Key Concepts in Social Research*. London: SAGE Publications Ltd.
- Peck, R. Olsen, C. and Devore, J. (2012). *Introduction to Statistics and Data analysis*. 4th Edn. USA: Wadsworth Cengage Learning.
- Perry, J. (2000). "Bringing Society in: Toward a Theory of Public Service Motivation", *Journal of Public Administration Research and Theory*, Vol 10, No 2: 471-488.
- Perry, J. and Wise, R. (2009). "The Motivational Bases of Public Service", *Public Administration Review*, Vol 50(3): 367-373.
- Pulak, M. (2012), "Beat that stress", Express hospitality. Pp.A -1. Retrieved from: <http://hospitality.financialexpress.com/20121061/life01.shtml>.
- Purvis, R. L., Zagenczyk, T. J. and McCray, G. E. (2015). What's in it for me? Using Expectancy Theory and Climate to Explain Stakeholder Participation, its Direction and Intensity. *International Journal of Project Management*, 33(1), 3-14.
- Putra, E. D., Seonghee, C. and Liu, J. (2015). Extrinsic and Intrinsic Motivation on Work Engagement in the Hospitality Industry: Test of Motivation Crowding Theory. *Tourism and Hospitality Research*, 0(0), 1-14.

- Raespoor, A., Loghmani, S. A., Rashidi, V., Noshadian, A., Mohamad, A., and Ansari, M. (2015). Survey in Evaluation Outcome of Motivation in Organizations. *Advances in Environmental Biology*, 9(2), 863-868.
- Rafique, A., Bin Tayyab, M. S., Kamran, M., and Ahmed, N. M. (2014). A Study of the Factors Determining Motivational Level of Employees Working in Public Sector of
- Rai, A. K. (2013). *Customer Relationship Management: Concepts and Cases*. New Delhi: PHI Learning Pvt. Ltd.
- Rainey, Hal G., and Barry Bozeman. (2000). *Comparing Public and Private Organizations: Empirical Research and the Power of the A Priori*. Journal of Public Administration Research and theory 10 (2): 447 – 69.
- Rajput, A., Bakar, A. H. A., and Ahmad, M. S. (March, 2011). “Motivators Used by Foreign and Local Banks in Pakistan, A Comparative Analysis” Journal of Academic Research Vol. 3, No. 2.
- Rea, L., and Parker, R. (2005). *Designing and Conducting Survey Research: a Comprehensive Guide* (3rd edition). San Francisco: Jossey-Bass.
- Redling, O. (2008). Effects of Merit Pay on Performance. *Journal of Management*, 31:12-19.
- Reilly, P. (2003). “New Approaches in Reward: Their Relevance to the Public Sector”, *Public Money and Management*, 23, 4:245-352.
- Reilly, P. (2003). “New Approaches in Reward: Their Relevance to the Public Sector”, *Public Money and Management*, Vol 23, No. 4:245-352.
- Ricardo, B., Amy, K., and Rohit, L. (2007), “Stress at Work”, the Work Foundation. pp. 4-7.
- Robbins, (2001). *Organizational behavior*, 10th Ed. Upper Saddle River, NJ: Prentice-Hall Inc.

- Robbins, S. P., and Coulter, M. (2009). *Management*. New Jersey: Prentice Hall.
- Roberts, (2005). Impact of Reward and Recognition Programs on Employee's Motivation and Satisfaction: An Empirical Study. *International Review of Business Research Papers*, 5 (4), 270-279.
- Rosenblatt, H. (2003). *The Customer Comes Second*, Sage Publication.
- Ross, G. (2005), "Work stress and Personality Measures among Hospitality Industry Employees", *International Journal of Contemporary Hospitality Management*. pp. 9–14.
- Rusu, G., and Avasilcal, S. (2013). Human Resource motivation: An Organizational Performance Perspective. *Fascicle of Management and Technological Engineering*, 331-334.
- Ryan, R. M. and Deci, E. L. (2000). Intrinsic and Extrinsic Motivations: Classical Definitions and New Directions. *Contemporary Educational Psychology* 10(25), 54-67.
- Salespeople: The Impact of Supervisors' Behavior. *African Journal of Business Management*, 1 (9), 238-243.
- Saunders, M., Lewis, P., and Thornhill, A. (2009). *Research methods for Business Students*. 5th edition. Harlow: Prentice Hall.
- Sauter, S.L. and Murphy, L.R (1995). *The Changing Face of Work and Stress. Organizational Factors for job stress* (pp.1-6). Washington. DC. American Psychological Association.
- Scarth, W. (2002). Population Ageing, Performance and Living Standards. In *The Review of Economic Performance and Social Progress: Towards a Social Understanding of Performance*. 145–156. Montreal: IRPP.

- Schaubroeck, J., Cotton, J., and Jennings, K. (2005) Antecedents and Consequences of Role Stress: A Covariance Structure Analysis of Organizational Behavior. 10, 3558.
- Schedlitzki, D., and Edwards, G. (2014). *Studying Leadership: Traditional and Critical Approaches*. London: SAGE Publications Ltd.
- Schroder, R. (2008). Job Satisfaction of Employees at a Christian University. *Journal of Research on Christian Education*, 17(2), 225-246
- Sesanga, K. and Garrett, R. (2005). Job Satisfaction of University Academics: Perspectives from Uganda. *Higher Education*, 50(1), 33-56....
- Shellengarger, S. (2001). *Work and Family*, the Wall Street Journal, August 22, B1.
- Shumen, J. (2009). *Is Organizational Culture Similar with HRM Nigeria*: Northern Press
- Simons, J. and Enz, C. (2005), "Motivating Hotel Employees", *Cornell Hotel and Restaurant Administration Quarterly*. Pp. 20 -27.
- Singh, A. S., and Masuku, M. B. (2014). Sampling Techniques and Determination of Sample Size in Applied Statistics Research: An Overview. *International Journal of Economics, Commerce and Management*, 2, (11), 1-22.
- Sinha, C., and Sinha, R. (2012). Factors Affecting Employee Retention: A Comparative Analysis of Two Organizations from Heavy Engineering Industry 4(3), 145-162
- Sinha, K. and Trivedi, S. (2014). Employee Engagement with Special Reference to Herzberg Two Factor and LMX Theories: A Study of I.T Sector. *SIES Journal of Management*, 10(1), 22-35.
- Sinha, S., and Bajaj, R. (2013). Successful Human Resource Management Determinants to Build Good Employee Relations. *International Journal of Human Resource Management and Research*, 3(2), 31-36.

- Sisnuhadi, and Nasir, J. A. (2013). The role of Organizational learning in the relationship between quality management practice and Organizational Performance. *Interdisciplinary Journal of Contemporary Research in Business*, 4(9), 72-92.
- Skinner, B. F. (2009). *Contingency of Reinforcement*. New York: Appleton Century Cufts.
- Smerek, R. and Peterson, M. (2007). Examining Herzberg's Theory: Improving Job Satisfaction among Non-academic Employees at a University. *Research in Higher Education*, 48(2),
- Solomon, O., Hashim, N. H., Mehdi, Z. B., and Ajagbe, M. A. (2012). Employee Motivation and Organizational Performance in Multinational Companies: A Study of Cadbury Nigeria Plc. *IRACST- International Journal of Research in Management and Technology*, 2(3), 303-312.
- Spector, P. (2008). *Industrial and Organizational Behavior* (5th edition). New Jersey: John
- Stello, C. M. (2011). Herzberg's Two Satisfaction: An Integrative Literature Review. Paper presented at the 2011 Student Research Conference: Exploring Opportunities in Research, Policy, and Practice, University of Minnesota Department of Organizational Leadership, Policy and Development, Minneapolis, MN
- Stone, R. (2002). *Human Resource Management*. 4th ed., Wiley, Brisbane.
- Stone, R. W. and Henry, J. W. (2003). The Roles of Computer Self-efficacy and Outcome Expectancy in Influencing the Computer End-user's Organizational Commitment. *Journal of End User Computing*, 15(1), 38-53.
- Stovel, M. and Bontis, N. (2002), Voluntary Turnover: Knowledge Management- friend or foe? *J.Intellect. Cap.* 3 (3): 303-322.
- Sunia, F. (2014). Factors that Predict Employee Retention in Profit and Not-for-profit Organizations. *Global Journal of Human Resource Management* 2(4), 1-8.

- Suthara, B., Chakravarthi, T. L., and Pradhanc, S. (2014). Impacts of Job Analysis on Organizational Performance: An Inquiry on Indian Public Sector Enterprises. *Symbiosis Institute of Management Studies Annual Research Conference*, 166 – 181.
- Syed, A. A., Anka, L. M., Jamali, M. B. and Shaikh, F. M. (2012). Motivation as a Tool for Effective Staff Performance in the Public Sector: A Case Study of Raw Material Research and Development Council of Nigeria. *Asian Social Science* 8(11), 85-95.
- Taylor, B. (2012). Creating a Psychologically Healthy Workplace: The Role of Communication. Retrieved February 27, 2010 from <http://www.phwa.org/resources/creating a healthy workplace>
- Taylor, F. W (1911)., Principles of Science Management, Routledge, 1911
- Taylor, G. S., and Vest, M. J. (1992). Pay Comparison and Pay Satisfaction among Public Sector Employees. *Public Personnel Management*, 21(4), 445 – 454.
- Tella, A., Ayeni, C. O. and Popoola, S. O. (2007). *Working Motivation, Job Satisfaction, and Organizational Commitment of Library Personnel in Academic and Research Libraries in Oyo State, Nigeria*. Library Philosophy and Practice.
- Tongo, C. I. (2005). “Public Service Motivation in Edo State of Nigeria” in *Wither Nigeria* (14th General Assembly Proceedings), Social Science Academy of Nigeria, 188-198.
- Tongo, C. I. (2005). “Public Service Motivation in Edo State of Nigeria” in *Wither Nigeria* (14th General Assembly Proceedings), Social Science Academy of Nigeria, pp188-198.
- Two Selected Organizations in Owerri, Imo State” *Unpublished Thesis*, Calabar: University of Calabar
- Tyagi, (2006). The Best Way to Reward Employees. Solutions for Growing Business: Entrepreneur.com

- Tyson S. (1999). Human Resource Strategy: A Process for Managing the Contribution of HRM to Organizational Performance, in Schuler, R.S., Jackson, S.E. (Ed), *Strategic Human Resource Management*, 110-123.
- Ude, U. and Coker, M. A. (2012). Incentive Schemes, Employee Motivation and Performance in Organizations in Nigeria: Analytical Linkages. *IOSR Journal of Business and Management* 1(4), 32-39.
- Ugoo, E. A., Anazodo, R. O. and Okoye, J. C. (2004). *Management and Organizational Behaviour: Theories and Applications in Nigeria*. Onitsha: Abbot Books Ltd.
- Uzonna, U. R. (2013). Impact of motivation on employees' performance: A case study of CreditWest Bank Cyprus. *Journal of Economics and International Finance*, 5(5), 199-211.
- Vandenabeele, W; Hondeghem, A; Masschalck, J; Depre, R. (2004). "Values and Motivation in Public Administration: Public Service Motivation in an International Comparative Perspective", *EGPA 2004 Annual Conference*, Ljubljana, Slovenia.
- Vineet, T., Sinha, S., and Bajaj, R. (2013). Employee relationship management: An effective means to develop Public Sectors. *Journal Search and Research*, 4(3), 21-27.
- Vroom, V. (1960). *Work and Motivation*. New York: Wiley.
- Vroom, V. (1964). *Work and Motivation*. New York: John Willey and Sons.
- Vroom, V. H. (1964) *Work and Motivation*. New York: John Wiley and Sons Inc.
- Vroom, V. H. (1964). *Work and motivation*. San Francisco: Jossey-Bass.
- Wanyama, K. W. and Mutsotso S. N. (2010). "Relationship between Capacity Building Wisconsin, United States.
- Wargborn, C. (2008). *Managing Motivation in Organizations: Why Employee Relationship Management Matters*. Saarbruecken: VDM. Wiley and Sons

- Wright E. (2001). *Public-Sector Work Motivation: A Review of the Current Literature and a Revised Conceptual Model*. *Journal of Public Administration Research and theory* 11 (4): 559 – 86.
- Wright, E. (2000). “Public Sector Work Motivation: A Review of the Current Literature and a Revised Conceptual Model” *Journal of Public Administration Research and Theory*. Vol.10, No 28: 4-15
- Yesufu T. M. (2000). *The human factor in national development*. Ibadan: Spectrum Books
- Yu, L. (1999), “The International Hospitality Business”, New York, NY: The Haworth Hospitality Press. pp. 1.
- Zameer, H., ALi, S., Nisar, W., and Amir, M. (2014). The Impact of the Motivation on the Employee’s Performance in Beverage Industry of Pakistan. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 4(1), 293–298.
- Zikmund, W.G. (2003). *Business Research Methods* (7th ed.). Indiana, United States of America: Thomson Publishers.

APPENDICES

Appendix A: Questionnaire

Faculty of Administration,
Department of Business Administration,
Nasarawa State University,
Keffi,
Nasarawa State.

Dear Respondent

I am a postgraduate student of Business Administration of the above mention university. This questionnaire is part of my research project as a requirement for the award of Doctor of Philosophy (Ph.D) in Business Administration. I kindly request you to complete this questionnaire on *Effect of Employee Motivation on Performance in Selected Hotels in the North Central States, Nigeria*. I would indeed be very grateful if I can be assisted kindly in the completion of the research questions. The information provided in the questionnaire will be strictly used for academic purposes and will be treated with utmost confidentiality.

Thanks for your cooperation.

Yours Faithfully,

ABUBAKAR, Maryam Lamino

PART “A”

Section A: Personal Information (Circle Appropriately)

1. Gender:

a) Male

b) Female

2. Educational Status:

a) University education

b) Polytechnic education

c) Secondary education

d) Postgraduate Degree

3. Job Department

a) Receptionist

b) Kitchen

c) Bar/Restaurant

d) Laundry

4. Years in Service

a) 1-10 years

b) 11-15 years

PART “B”: EMPLOYEE MOTIVATION

The questionnaires will be filled by normal employees only by using indicated scales below. Please put a tick in appropriate space corresponding to the following statements below. Likert scale indicates that number **5 means strongly agree, 4 Agree, 3 neither agree, 2 disagree and 1 strongly disagree.**

S/N	Work Conditions	5	4	3	2	1
1	I enjoy a conducive and friendly work environment					
2	My company does a lot to improve the work environment					
3	I enjoy a certain level of autonomy in discharging my duties					
4	My company organizes routine safety environmental programs					
5	My office is spacious and comfortable					

S/N	Employee Recognition	5	4	3	2	1
1	My company pays me well					
2	I believe more incentives should be included in my total reward package					
3	I am not satisfied with my current pay					
4	I prefer in-kind rewards to cash rewards					
5	I receive allowances for special duties and overtime on the job					

/N	Employee Training Opportunities	5	4	3	2	1
1	My company has a training and development policy applicable to all employees					
2	I have attended skill acquisition programs sponsored by the company					
3	Supervisors support the use of techniques learnt in training that employees bring back to their jobs					
4	My company links training and development with its business strategy					
5	Employees who use their skills are given preference for new assignments					

S/N	Employee Promotion	5	4	3	2	1
1	My job provide promotion opportunities					
2	Promotion process and its procedures are fair at my work place					
3	I always participate in planning and setting goals for my job					
4	I am given information, clarifications and feedbacks on different issues concerned with my job					
5	My job provides a chance to make recommendations regards to my work					

S/N	Employee Bonus Payment	5	4	3	2	1
1	Bonus motivates me to performance harder					
2	Monthly bonuses is sufficient to meet my needs					
3	I am comfortable with present benefits					
4	Workers will still perform well even if their bonuses inform of service charge is delayed.					
5	Fat service charge are the best tools with which to motivate workers..					

S/N	Employee Wellbeing	5	4	3	2	1
1	I am okay with my present working conditions					
2	Work pressure puts stress on me					
3	I feel safe at work					
4	The company provides me with adequate leave and holiday period					
5	My company does a lot as regards the health and safety of its employees					

S/N	Relationship With Co-Workers	5	4	3	2	1
1	My relationship with my co-workers is strictly professional					
2	I enjoy working with my co-workers					
3	I enjoy a friendly relationship with my co-workers outside of work					
4	My company organizes social functions and get together parties for all staff					
5	My company does a lot to improve the relationship amongst all staff					

S/N	Relationship With Managers	5	4	3	2	1
1	My relationship with my managers is strictly professional					
2	My manager criticizes me when I fail to meet expectations					
3	I receive credit or praise from my manager when I meet or exceed expectations					
4	My manager involves me in decision making processes					
5	I enjoy a friendly relationship with my manager outside of work					

PART “C”: EMPLOYEE PERFORMANCE

S/N	EFFECTIVENESS	5	4	3	2	1
1	Senior managers visibly demonstrates a commitment to quality by providing feedback					
2	My company provides realistic and clearly defined quality goals					
3	My company does a lot to ensure that workload is fair					
4	I have the tools and resources to do my job well					
5	My supervisor evaluates the results I get when he assigns work to me					
6	My boss always praise me for completing tasks assigned to me on record time					
7	My boss criticizes me for the waste of resources allocated to me while carrying out certain assignments					
8	My company provides me with a job schedule to ensure time is properly utilized.					
9	I often get my job done properly in good time at the least cost possible					
10	I am very prudent with company resources because I am held accountable					

PART “D”: SUMMARIZED RESPONSES FROM THE QUESTIONNAIRE

Respondents	Employee Performance	WOC	REG	TRA	PROM	BON
1	12.00	16.00	15.00	18.00	11.00	12.00
2	7.00	22.00	17.00	17.00	15.00	7.00
3	13.00	18.00	22.00	18.00	16.00	13.00
4	12.00	20.00	20.00	17.00	14.00	10.00
5	12.00	18.00	15.00	16.00	16.00	22.00
6	13.00	11.00	12.00	16.00	13.00	10.00
7	13.00	11.00	9.00	15.00	18.00	17.00

8	14.00	14.00	14.00	15.00	14.00	22.00
9	14.00	18.00	16.00	18.00	12.00	15.00
10	15.00	13.00	19.00	14.00	16.00	9.00
11	15.00	15.00	14.00	14.00	11.00	14.00
12	16.00	18.00	19.00	16.00	14.00	12.00
13	16.00	16.00	17.00	13.00	14.00	11.00
14	17.00	19.00	15.00	18.00	16.00	17.00
15	17.00	13.00	10.00	14.00	13.00	16.00
16	18.00	13.00	18.00	12.00	18.00	16.00
17	18.00	14.00	11.00	16.00	14.00	17.00
18	19.00	14.00	13.00	11.00	12.00	18.00
19	19.00	15.00	13.00	18.00	14.00	19.00
20	20.00	15.00	14.00	14.00	14.00	20.00
21	20.00	16.00	14.00	10.00	14.00	20.00
22	21.00	16.00	15.00	11.00	13.00	21.00
23	21.00	17.00	15.00	12.00	13.00	22.00
24	22.00	17.00	16.00	18.00	13.00	23.00
25	22.00	18.00	16.00	14.00	13.00	24.00
26	23.00	18.00	17.00	18.00	13.00	18.00
27	23.00	19.00	17.00	19.00	13.00	19.00
28	24.00	19.00	18.00	20.00	13.00	17.00
29	24.00	20.00	18.00	21.00	12.00	23.00
30	25.00	20.00	19.00	22.00	12.00	17.00
31	25.00	21.00	19.00	24.00	12.00	15.00
32	9.00	21.00	20.00	23.00	12.00	12.00
33	9.00	22.00	20.00	17.00	12.00	11.00
34	15.00	22.00	21.00	17.00	12.00	10.00
35	18.00	23.00	21.00	18.00	12.00	12.00
36	16.00	23.00	22.00	18.00	11.00	8.00
37	11.00	24.00	22.00	19.00	11.00	18.00
38	12.00	24.00	23.00	19.00	11.00	9.00
39	10.00	25.00	23.00	20.00	11.00	16.00
40	14.00	25.00	24.00	20.00	11.00	12.00
41	15.00	13.00	24.00	21.00	13.00	12.00
42	13.00	13.00	25.00	21.00	13.00	10.00
43	16.00	14.00	25.00	22.00	14.00	14.00
44	13.00	14.00	15.00	22.00	14.00	14.00
45	17.00	15.00	16.00	23.00	15.00	14.00
46	20.00	15.00	16.00	23.00	15.00	12.00
47	24.00	16.00	17.00	24.00	16.00	14.00
48	14.00	16.00	17.00	24.00	16.00	13.00
49	17.00	17.00	18.00	25.00	17.00	11.00
50	20.00	17.00	18.00	25.00	17.00	15.00
51	23.00	18.00	19.00	15.00	18.00	11.00

52	15.00	18.00	19.00	16.00	18.00	19.00
53	17.00	19.00	20.00	16.00	19.00	19.00
54	15.00	19.00	20.00	17.00	19.00	13.00
55	17.00	20.00	21.00	17.00	20.00	13.00
56	13.00	20.00	21.00	18.00	20.00	12.00
57	14.00	21.00	22.00	18.00	21.00	13.00
58	13.00	21.00	22.00	19.00	21.00	14.00
59	16.00	22.00	23.00	19.00	22.00	15.00
60	16.00	22.00	23.00	20.00	22.00	16.00
61	13.00	23.00	24.00	20.00	23.00	17.00
62	16.00	23.00	24.00	21.00	23.00	18.00
63	13.00	24.00	25.00	21.00	24.00	19.00
64	15.00	24.00	25.00	22.00	24.00	20.00
65	18.00	25.00	18.00	22.00	25.00	21.00
66	18.00	25.00	18.00	23.00	25.00	22.00
67	13.00	15.00	19.00	23.00	18.00	23.00
68	9.00	16.00	19.00	24.00	18.00	24.00
69	8.00	16.00	20.00	18.00	19.00	25.00
70	11.00	17.00	20.00	18.00	19.00	15.00
71	10.00	17.00	21.00	10.00	20.00	16.00
72	18.00	18.00	21.00	14.00	20.00	19.00
73	8.00	18.00	22.00	15.00	21.00	16.00
74	13.00	19.00	22.00	16.00	21.00	11.00
75	16.00	19.00	23.00	16.00	22.00	18.00
76	13.00	20.00	23.00	17.00	22.00	12.00
77	11.00	20.00	24.00	17.00	23.00	15.00
78	14.00	21.00	24.00	18.00	23.00	15.00
79	17.00	21.00	25.00	18.00	24.00	16.00
80	11.00	22.00	25.00	19.00	24.00	16.00
81	13.00	22.00	13.00	19.00	25.00	17.00
82	16.00	23.00	13.00	20.00	25.00	17.00
83	19.00	23.00	14.00	20.00	12.00	18.00
84	22.00	24.00	14.00	21.00	15.00	18.00
85	25.00	24.00	15.00	21.00	17.00	19.00
86	18.00	18.00	15.00	22.00	18.00	19.00
87	13.00	19.00	16.00	22.00	21.00	20.00
88	14.00	19.00	16.00	23.00	24.00	20.00
89	17.00	20.00	17.00	23.00	21.00	21.00
90	14.00	20.00	17.00	24.00	16.00	21.00
91	13.00	21.00	18.00	24.00	15.00	22.00
92	16.00	21.00	18.00	25.00	13.00	22.00
93	19.00	22.00	19.00	25.00	19.00	23.00
94	15.00	22.00	19.00	13.00	10.00	23.00
95	15.00	23.00	20.00	13.00	12.00	24.00

96	18.00	23.00	20.00	14.00	14.00	24.00
97	16.00	24.00	21.00	14.00	17.00	25.00
98	16.00	24.00	21.00	15.00	20.00	25.00
99	16.00	25.00	22.00	15.00	23.00	26.00
100	17.00	25.00	22.00	16.00	25.00	9.00
101	17.00	11.00	23.00	16.00	21.00	13.00
102	16.00	10.00	23.00	17.00	22.00	11.00
103	17.00	14.00	24.00	17.00	11.00	10.00
104	12.00	12.00	24.00	18.00	13.00	18.00
105	15.00	9.00	25.00	18.00	14.00	16.00
106	18.00	11.00	25.00	19.00	16.00	16.00
107	19.00	13.00	16.00	19.00	19.00	13.00
108	14.00	13.00	16.00	20.00	9.00	8.00
109	19.00	14.00	15.00	20.00	11.00	11.00
110	20.00	14.00	15.00	21.00	14.00	14.00
111	20.00	15.00	18.00	21.00	22.00	17.00
112	20.00	15.00	12.00	22.00	22.00	20.00
113	21.00	16.00	14.00	22.00	24.00	23.00
114	21.00	16.00	15.00	23.00	12.00	8.00
115	21.00	17.00	13.00	23.00	14.00	16.00
116	18.00	17.00	12.00	24.00	15.00	12.00
117	22.00	18.00	12.00	24.00	18.00	9.00
118	24.00	18.00	11.00	25.00	9.00	15.00
119	22.00	19.00	10.00	25.00	17.00	16.00
120	23.00	19.00	10.00	17.00	15.00	12.00
121	23.00	20.00	18.00	15.00	13.00	12.00
122	23.00	20.00	18.00	9.00	15.00	13.00
123	9.00	21.00	19.00	21.00	12.00	20.00
124	24.00	21.00	16.00	9.00	12.00	16.00

LIST OF SAMPLE HOTELS IN ABUJA

S/N	Names of Hotel	Location	Number of Employees
1	Rock View Hotel	Wuse 2	47
2	NICON Luxury	Garki District	58
3	Protea Hotel	Asokoro	40
4	Sheraton Hotel	Central Business District	78
5	Reiz Continental Hotel	Central Business District	41
6	Transcorp Hilton Hotel	Central Business District	110
7	Chelsea Hotel	Garki District	21
8	Agugyi Hotels	Garki District	19
9	Chida International Hotel	Utako	24
10	Qubana Hotel	Maitama	16
	Total		454

LIST OF SAMPLE HOTESL IN NASARAWA STATE

S/N	Names of Hotels	Location	Number of Employees
1	Crystal Hotel	Keffi	7
2	Minki Suites	Keffi	15
3	Kutin Hotels And Gardens	Akwanga	20
4	Phoenix Hotel	Mararaba	12
5	Global Village Suites	Nyanya	17
6	Zebra Hotels	Masaka	10
7	Previa Hotels	Ado	10
8	TAAL Conference Hotel	Lafia	21
9	New Keffi Hotel	Keffi	18
10	Sawalino Hotel	Keffi	38
	Total		168

LIST OF SAMPLE HOTELS IN PLATEAU STATE

S/N	Names of Hotels	Location	Number of Employees
1	Empire Suit	Jos City	13
2	De Bridge Hotel	Jos North	17
3	HBC Resort	Vom Road Jos	15
4	Silk Suites	Rayfield Jos	11
5	Crest Hotel	Old Airport Road Jos	13
6	Emerald Resorts	Rayfield Jos	15
7	Steffan Hotels And Suites	Rayfield Jos	15
8	Santarosa Suites And Bar	Jos City	12
9	Shana Place	Tina	27
	Total		138

LIST OF SAMPLE HOTELS IN NIGER STATE

S/N	Names of Hotels	Location	Number of Employees
1	Safara Motel	Minna	12
2	Hamson Hotel	Lagos Road Minna	14
3	Logicgate Plaza	Mypa Road Minna	17
4	Shiroro Hotel	Minna	15
5	Brighter Hotels And Suites	Suleja	10
6	Dogon Koli Hotel	Suleja	11
7	Bab Hab Guest Inn	Suleja	9
8	Soluxe Niamey	Suleja	12
9	Tenere Hotel	Suleja	10
10	Homeland Hotel	Suleja	13
	Total		123

LIST OF SAMPLE HOTELS IN KOGI STATE

S/N	Names of Hotels	Location	Number of Employees
1	Hotel Bluebell	Yusuf Avenue Lokoja	11
2	Kewon Hotel Complex	Lokoja	15
3	JD Hotels	Lokoja	13
4	Ben Thomas Hotels Ltd	Lokoja	10
5	Nostalgia Hotels	Lokoja	16
	Total		65

LIST OF SAMPLE HOTELS IN KWARA STATE

S/N	Names of Hotels	Location	Number of Employees
1	Whitefield Hotels	Ilorin	15
2	E-Phoenix Hotel	Ilorin	13
3	Noktel Resort Hotel	Ilorin	12
4	Excellent Hotel	Ilorin	13
5	Princess Luxury Hotels	Ilorin	12
6	Kingstone Grand Suites	Ilorin	13
7	Crystal House International Hotel	Ilorin	12
8	GPinnable Suites	Ilorin	15
9	Royalton Palace Hotel	Ilorin	11
10	Bovina View Hotel	Ilorin	13
	Total		129

LIST OF SAMPLE HOTELS IN BENUE STATE

S/N	Names of Hotels	Location	Number of Employees
1	Benue Plaza Hotel	Makurdi	10
2	Empire Suite And Hotel	Makurdi	10
3	Royal Choice Hotel	Makurdi	21
4	Dony Suites	Makurdi	11
5	Hallydays Hotel	Makurdi	15
6	Smile View Hotel	Makurdi	9
7	Haggai Suites	Makurdi	9
8	Les Angel Garden	Makurdi	10
9	Hampton Mews Luxury Apartment Hotel	Makurdi	20
10	Hotel Reuphina	Makurdi	16
	Total		121

LIST OF SELECETED RESPONDENTS USED IN THE STUDY

S/N	STATES	Number of Employees	Sampled Employees
1	Abuja	95	60
2	Nasarawa	16	10
3	Plateau	18	12
4	Benue	18	12
5	Kogi	16	10
6	Kwara	16	10
7	Niger	16	10
	Total	195	124