

**EFFECTS OF MOTIVATION ON EMPLOYEES' JOB PERFORMANCE IN
TELECOMMUNICATION COMPANIES IN KANO METROPOLIS**

BY

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**BEING A RESEARCH DISSERTATION SUBMITTED TO THE DEPARTMENT
OF BUSINESS ADMINISTRATION AND ENTREPRENEURSHIP, FACULTY
OF SOCIAL AND MANAGEMENT SCIENCES, BAYERO UNIVERSITY,
KANO IN PARTIAL FULFILLMENT FOR THE AWARD OF MASTER OF
SCIENCE DEGREE IN MANAGEMENT (M.SC MANAGEMENT)**

March 2018

DECLARATION

I hereby declare that this dissertation titled “Effects of Motivation on Employees’ Job Performance in Telecommunication companies operating in Kano metropolis” is the outcome of my independent research efforts undertaken under the supervision of Malam Ahmad A. Maiyaki Ph.D, to the best of my knowledge and beliefs, this work has never been submitted to any institution for award of a degree or certificate of whatever kind. The various sources of information used throughout the course of studies have been duly acknowledge by means of references.

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CERTIFICATION

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ACKNOWLEDGMENTS

Glory be to Almighty Allah Subhanahu wata'ala, The Omnipotent, Omniscient, Provider, and Sustainer for giving me the opportunity, time and strength throughout the period of my studies. Peace and Blessing of Allah (S.W.T) be with our beloved Prophet Muhammad (S.A.W).

I wish to express my gratitude to my supervisor Dr. Ahmad A. Maiyaki and my internal examiner, Dr. Shukurat M. Bello, who, in spite of their tight schedules arising from several commitments, still devoted enough time to examine carefully this work at every stage and gave valuable advice and constructive criticism. I would also like to acknowledge all the lecturers of the Department of Business Administration and Entrepreneurship of Bayero University Kano. My appreciation goes also to my wife Maryam Tanimu Yar'aduwa for her immense contribution and tutorship role in conducting this study.

Also, I will like to thank the management of all the telecom firms covered in this study who responded to my questionnaire. Indeed, without their enthusiastic support this study would not have been completed. My appreciation goes equally to Aliyu Zaria zonal head North West Etisalat Mr Wliams Joseph of Airtel office here in Kano, and Mr Moses Alhaji of Globacom office Kano. Lastly, I extend my sincere and heartfelt gratitude to my parent and all members of my family, not forgetting my friends and well-wishers. To them all, I am grateful.

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ABSTRACT

This study has investigated the effect of motivation on employee job performance of telecommunication firms operating within Kano metropolis, Nigeria. The major objective was to determine the motivation on employee job performance of telecommunication firms operating within Kano metropolis. Specifically, the concept of reward, job promotion, employee recognition was investigated in this study. The study employed a survey research design of which the study employed questionnaire as main technique for data collection, and used SPSS version 20 determine the sample size, and also regression method of analysis using SPSS version 20 was used to analyse the data. Convenience sampling was used to select the sample of 260 employees from four telecom firms, namely: MTN Nigeria, Etisalat. Globacom, and Airtel, Questionnaire was used to obtain data regarding motivation methods in relation to employee performance in their respective telecom firms. The result showed that, rewards, job promotion, has less or no significant effect on employee performance of telecom firms operating within Kano metropolis. The study concluded that employee recognition, and salary was more appropriate in inducing the employee job performance of the telecommunication firms operating within Kano metropolis then rewards, and job promotion. Based on the findings, it is recommended that the top executive should strive and consider the employee rewards, bonuses, benefits, and other profit sharing system, both contract and permanent employee should be considered, the telecom firms should improve on, and pay attention to employee job promotion for example contract to permanent staff. The study concluded that, salary, and employee recognition were more appropriate in determining employee motivation that lead to performance in telecom firms in Kano metropolis, therefore, based on the findings it is recommended that top executives should strive to consider some extra ordinary process to determine employee recognition, and promotion of the staff, from permanent to contract by doing, this will enhance employee performance to work more and give their best in the work place and to increase organizational growth and development as well as organization performance.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Attainment of a high-level performance through productivity and efficiency has always been an organizational goal of high priority (Gryn, 2010). In order to do that highly satisfied work force is an absolutely necessity for achieving a high level of performance advancement of an organization. Satisfied worker expends more effort on job performance, then works harder and better (Pushpakumari, 2008). Thus, every organization tries to create a satisfied work force to operate the well- being of the organization (Pushpakumari, 2008). In addition, the total organizational performance depends on efficient and effective performance of individual employees of the organization (Gryn, 2010).

Therefore, every organization places a considerable reliance on their individual employee performance to gain high productivity in the organization. Employee effort is an important factor that determines an individual performance (Hira & Wakas, 2012). When an employee feels satisfaction about the job, he/she is motivated to do greater effort to the job performance. Then it tends to increase the overall performance of the organization (Hira & Wakas, 2012). In other words, a satisfied individual employee and his effort and commitment are crucial for the success of the organization.

Job performance consists of behaviors that employees do in their jobs that are relevant to the goals of the organization (Campbell, 1993). Motowidlo (2003) defines job performance based on employee behavior and the outcome that is vital for the organizational success. In another word Job performance refers to scalable actions, behaviors and outcomes that employees engage in or bring about that are linked with and contribute to organizational objective.

However, according to Luthans, (1985) it is the general understanding that job satisfaction is an attitude towards job. In other words, job satisfaction is an affective or emotional response toward various facets of one's job. A person with a high level of job satisfaction holds positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. Luthans (1985) quotes a comprehensive definition given by Locke, (1970). A pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of employees' perception of how well their job provides those things

which are viewed as important (Saiyaden, 1993). Job satisfaction is also defined as reintegration of effect produced by individual's perception of fulfillment of his needs in relation to his work and the surroundings (Saiyaden, 1993). Organ and Hammer (1991) pointed out that job satisfaction represents a complex assemblage of cognition, emotion and tendencies.

In the new globalization era telecomms face an increasingly competitive environment, hanging circumstances provide for telecomms opportunities as well as challenges. In order to retain a competitive edge, organizations put constant pressure on their employees to perform (Gryn,2010). One aspect of the competitive challenges faced by telecomms lies in the management of human resources . The use of human resources is of particular importance since this factor is the most important asset of any telecomms and the successful implementation of any strategic objective depends on the inspiration and hard work of the staff. To understand the critical importance of people in the organization is to recognize that the human factor and the organization are synonymous. A well-managed organization usually sees an average worker as the root source of quality and productivity gains (Campbell, 1993). An organization is effective to the degree to which it achieves its goals. The effective organization has to make sure that there is a spirit of cooperation and sense of commitment and satisfaction among their employees.

Private organizations place a considerable reliance on their individual employee performance to gain high productivity in the organization. Employee job performance is the execution or accomplishment of work, tasks or goals to a certain level of desired satisfaction (Aluko,2003).According to (Davidoff,1987), individual performance is generally determined by three factors, namely: ability- the capability to do the job; work environment- the tools material and information needed to do the job, and motivation- The desire to do the job by the employee, employee effort to perform a given task is an important factor that determines an individual performance (Hira & Wakas, 2012). When an employee feels satisfied about the job, he/she is motivated to put greater effort to the job performance. That tends to increase the overall performance of the organization (Hira & Wakas, 2012). A motivated individual employee and his effort and commitment are crucial for the success of the organization.

Employees are the bedrock of every business. For business to be successful, it requires the commitment and sacrifice of employees. Employees are particularly important participant in the

formulation of the image that customers get in relation to the service outcome which results in high performance. However, because of the importance of this interaction with the customer both online and face to face, employees have to communicate effectively the quality standards of their organization for better performance. To successfully market or sell the company's services or products, the company must first and foremost target and select good employees that can assist organizations to achieve high performance or productivity. Employees are therefore the first customers of every organization. Once the company is able to identify employees' needs, then they will be motivated to work effectively to achieve the goals of the organization (Masud, 2015).

Employee motivations seek to look at how best employees can be motivated in order to achieve high performance within a company or organization. Managers and entrepreneurs must ensure that companies or organizations have competent personnel that are capable to handle this task. Managers within companies or organizations are primarily responsible to ensure the tasks or job is done through employees in the right way. To achieve this, these managers must ensure that they have a competent personnel department for the recruitment of the best employees that are capable to do the job. For the company to optimize employee's performance there is need for the employee's to be sufficiently motivated.

Therefore, motivation in theory and practice becomes a difficult subject touching on several disciplines. Although a lot of scholarly research has been written on motivation, this subject is not clearly understood and more often than not poorly practiced. On this score, to best understand how motivation can impact on employee's performance one must understand human nature. In as much as motivation impacts on employee performance, there is need to blend the appropriate motivational tools with effective management and leadership to achieve this goal (Onasanya,2005),(Babbie, 2004).

Notwithstanding the fact that motivation is very important to determine employee's ability so do other factors such as the resources given to an employee to do his or her job. Therefore, successful work performance can arise from a variety of motives. For instance, two people doing similar jobs may both be successful for different reasons, one salesperson may be motivated by the commission earned on sales, while the other may be more concerned about meeting sales targets (Ndang, 2010). This creates a nuance in the subject matter because motivation to enhance performance varies from

person to person and from company to company. These are the challenges managers are confronted with in designing appropriate motivation tools that will be able to meet with the expected performance within the company. This therefore arouses more critical academic thinking within the subject area. In this light a lot of academic literatures from scholars and practicing managers have ensured to resolve this intriguing academic domain on how motivation can enhance performance (William,2010).

1.2 Statement of the Problem

The general problems mostly inherent in both private and public organizations are low salaries and wages, irregular promotion, inadequate incentives, lack of recognition of worker's achievements and other poor conditions of service. Employees are the first customers of an organization and therefore must be satisfied first before they too can satisfy their customers appropriately and achieve job performance in the organisation (Ibrahim,2015).

Employee motivation as one of the most important and recurrent factor of employee performance has been receiving huge amount of research (Shahzadi,2014,Syed Umer farroque,2010, Military leadership,1993,Robbins ,1998, Huczynski & Buchanan 2007, Luthans1992, Mullins,1999 ,Meyer and Peng,2006, Kayode,2003, Nwachukwu ,2004 Nguyen ,2005, Egwurudi ,2008).(This takes us to the problem question of this research “Why is not a sufficient motivation for high performance?)This therefore establishes the fact that money is for high performance but there is need to look at other aspects of motivation which is not necessarily money”.

There are various studies relating organizational factors with employee motivation were conducted with significant results across the globe. For example, the specific employee motivation factors considered in these studies includes rewards, work motivation, salary and employee recognition, (Pool and Pool,2007) (Lok and Crawford,2004), (Ryan and Deci,2000) (Thomas,2002), (Guay2000); (Vansteenkiste,2007) (Basset-Jones and Lloyd,2005) (Chen ,2004),(Chintallo & Mahadeo,2013), (Sirota ,2005), (Asim,2013).

In Nigeria, (Funmilola,Sola & Olusola 2013), examined the impact of employee motivation dimensions such as pay, promotion, supervision on performance of small and medium enterprises

employees in Ibadan metropolis with a sample of 105 and found that employee motivation dimensions have significant effect on employee satisfaction which accounted for 33% variance on employee performance, based on these studies mentioned above, none has touched on the telecommunication industries in Nigeria more specifically in Kano metropolis as such there exist a gap. Therefore, this necessitates the research to focus on the impact of motivation on employee performance among telecommunication firms in Kano state.

Sequel to the above, this study intends to find out the impact of motivation on employee performance in telecom firms in Kano metropolis with the view to finding out areas of advancement in terms of rewards, employee recognition, salary, work motivation for a better understanding of their impact in Nigerian telecommucation firms.

1.3 Research Questions

Having understood the need for this research to be carried out, the following questions are to be addressed:

- i. To what extent does reward affect employees' performance in telecommunication companies in Kano state?
- ii. To what extent does employees' job promotion affect their performance in telecommunication companies in Kano state?
- iii. To what extent does salary affect employees' performance in telecommunication companies in Kano State?
- iv. To what extent does employees' recognition affect employee performance telecommunication companies in Kano State?

1.4 Objectives of the Study

The main objective of this study is to examine the effect of motivation on employee job performance. The literature enables us to come up with the following specific objectives:

- i. To examine the relationship between reward (both intrinsic and extrinsic) and employees' performance in telecommunication companies in Kano State.
- ii. To examine the effect of work motivation and employee performance of telecommunication fir in Kano state.

- iii. To examine the effect of salary on performance of employees in telecommunication companies in Kano State.
- iv. To examine the relationship between employee recognition and their performance in telecommunication companies in Kano state.

1.5 Research Hypothesis

The following research hypothesis are formulated for the study

- i. There is no significant relationship between reward (intrinsic and extrinsic) and employee job performance
- ii. There is no significant relationship between promotion and employee job performance
- iii. There is no significant relationship between salary and job performance.
- iv. There is no significant relationship between employee recognition and job performance

1.6 Significance of the Study

The study intends to contribute to the general body of knowledge by filling the gap in the academic literature with respect to the extent to which job promotion, reward, salary, and employee recognition affect employee performance in telecommunication compnies in Kano metropolis, Nigeria.

This study attempts to fill the gap in empirical literature on the impact of motivation on employee job performance in telecom industry in Kano metropolis to find out the effect of reward system, employee job promotion, recognition, and salary on employee job performance in telecommunication compnies as no empirical study has been done to capture the impact of reward system, employee job promotion, employee recognition, and salary in telecom industry in Kano metropolis.

Another gap is that, most of the previous studies were conducted in a context of organizations other than telecommunication firms and outside Kano metropolis in Nigeria. (Shahzadi, Javed, Pirzada, Nasreen and Khanam,2014), (Ehimen, Mordi &Ajonbadi, 2014) and (Muogbo, 2013). This study will be significant in filling the gap.

Management of telecom companies in Nigeria stand to benefit from the findings of the research, in that the study would prompt them on issues dealing with reward system, employee work motivation , employee recognition, and salary.

Lastly, it is hoped that the issues raised in this study will be of immense benefits to students and other researchers who are interested in the area. Similarly, the result of the study would serve as a good library material and would provide a framework for those wishing to conduct similar studies in the future.

1.7 Scope of the Study

The study attempts to investigate the impact of Motivation (Reward system, employee job promotion, employee recognition, salary) on employee performance in telecomm compnies in Kano metropolis. Specifically, this study would investigate four telecommunication companies in Kano state namely MTN Nigeria, Globa com, Etisalat and Airtel. Both permanent and contract staff will be considered as part of the unit of analysis for this study because we are studying the impact of motivation on employee performance in telecomm companies in Kano metropolis.

Furthermore, the study would examine the impact of motivation on employee performance. The four different giant companies will be examining, MTN Nigeria, Etisalat Nigeria, Globacom Nigeria, Airtel Nigeria in Kano metropolis. The mentioned companies have different kind of staff contract and permanent staff each with different sets of motivation strategies but both are expected to achieve the same level of output or productivity.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter is concerned with review of relevant literature of Motivation, and Employee performance. Specifically, it attempts to conceptualize the construct of the study and its theoretical trajectory. The chapter discuss the concept of motivation on employee job performance. However, the chapter also discusses the relevant research findings that are relevant to the formulation of the research hypothesis.

2.2 Conceptual Review of Employee Performance

Performance of the employee is considered as what an employee does and what he doesn't do. Employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output. According to the results of the study conducted by (Yang, 2008) on individual performance showed that performance of the individuals cannot be verified. Similarly, he asserts that organizations can use direct bonuses and rewards based on individual performance if employee performance is noticeable (Yang, 2008). In line with (Yang, 2008), (Bishop,1987) investigated employee performance and revealed that acknowledgment and recognition and reward of performance of employees direct the discrimination between employee productivity. Morale and productivity of employees is highly influenced by the effectiveness of performance of an organization and its reward management system (Yazıcı, 2008).

Performance can also be seen as the act of performing; of doing something successfully; using knowledge as distinguished from merely possessing it; A performance comprises an event in which generally one group of people (the performer or performers) behave in a particular way for another group of people (Ajang, 2005).

To satisfy customers, firms do much effort but do not pay attention on satisfying employees. But the fact is that customer would not be satisfied until and unless employees are satisfied. Because, if employees are satisfied, they will do more work therefore ultimately customers will be satisfied (Ahmad,2012). Employee performance is actually influenced by motivation because if employees

are motivated then they will do work with more effort and by which performance will ultimately improve (Azar & Shafighi, 2013).

Having an efficient performance management process and tools is essential for employee motivation for high performance. Yet this is not an adequate condition for effective performance management. The most vital issue with any performance management system is how seriously it is taken and how devotedly it is used by managers and employees. (Pulakos,2009) Performance management is all about perfection, synchronizing, upgrading to create value for and from customer with the result of economic value creation to stockholders and owners. The extent of performance management is apparently very broad, which is why performance management must be viewed within an enterprise as a tool to improve on employee motivation for high performance (Cokins,2009). The effective management of performance requires a solid understanding of the performance domain. That is, understanding the duty areas and tasks that are part of the job description within a company or organization. Once you have an adequate mastery of what the job requires, you have the basis for assessing and improving performance. This is the foundation for assessing and improving performance within a company. When this is lacking it results to a missing link in evaluating employee performance and the possibility of improving on the employee performance within the company or organization. Furthermore, there is also the missing link in assessing employee's performance in relation to other colleagues within the same job description (Robert,2003). Effort is an internal force of a person which makes him or her to work willingly when employees are satisfied with their job and their needs are met, they develop an attachment to work or we say that they make an effort to perform better. Increased effort results in better performances (Pushpakumari,2008).

2.3 Performance Parameters

Comparing performance measurement system to an instrument panel on a dashboard provides significant insights about the mix of financial and nonfinancial measures needed in a management control system. A single measure cannot control a complex system. (Anthony & Govindarajan ,2007), Performance measurement could be defined as “the regular measurement of the results (outcomes) and efficiency of services or programs.” This entails the regular measurement of progress towards precise outcome (it is a fundamental component of any effort at managing for results), a customer oriented procedure that focuses on maximizing benefits and minimizing

negative cost for customers of service and programs. When performance is not measured or is measured inaccurately, those using the information will be misled and bad judgments will be likely followed. Therefore, the old saying “garbage in garbage out” provides more credence. (Hatry,2006) Performance measurement offers general information that can be exploited for decision making purposes both for management and for all levels of employees. In this aptitude, the performance measurement system can become the instrument panel. This instrument panel is used for strategic maneuvering, day to day running of the organization and planning, implementing improvements and changes (Andersen & Fagerhaug, 2002).

2.4 Factors Affecting Employee Performance

According to Anderson (2003), the following are the factors affecting employee Performance to increase productivity:

1.Experience

Hiring employees who do not have the proper background for the job is one of the things that start a performance downward spiral (Anderson,2003). Company training should be used to enhance the employee's background. If an employee has undergone extensive training but is still experiencing performance issues, then the problem could be that the employee does not possess the necessary experience to do the job.

2. Work–home/life balance

Work- life balance is essential to combat stress, ensuring both individual and company success. The stress associated with unbalanced lifestyles is costly; it damages productivity and increases individual health risks. Employees who have the tools to balance their professional and personal lives are happier, healthier, and more productive. In addition to improving performance, many younger employees place a high value on work-life balance. Companies that include work-life balance as part of their culture will be able to better attract qualified candidates to achieve higher job performance, (Corporate Training Materials,2015).As much as an employer may not want to be affected by the personal life of his employees, personal problems can sometimes affect employee performance. Managers need to be sensitive to employees’ personal problems, and be prepared to discuss the issues with employees when necessary. If an employee requires time off to

deal with a personal problem, then granting that time off will help to show all employees that the company values them (Anderson, 2003).

Also, chartered institute of personnel and development (CIPD) in United Kingdom (2012), CIPD report on 'Flexible working provision and uptake' found that 72% of the employers surveyed believed that implementing flexible working practices had a positive impact on staff engagement and 73% felt that it had a positive impact on employee motivation.

While there is never a guarantee that flexible working arrangements will have a considerable positive impact, if proper consideration is given to what options may be suitable, benefits can include:

- I. A more efficient and productive organization
- II. A more motivated workforce
- III. Better retention of valuable employees
- IV. A wider pool of applicants can be attracted for vacancies
- V. Reduced levels of absence, sickness and stress
- VI. Better customer service and increased customer loyalty
- VII. Working hours that best suit the organization, its employees and its customers

According to Viswesvaran (1993) job performance consists of 10 dimensions. Depending on the nature of the job, certain dimensions are more important than others. Those dimensions mostly overlap with the eight dimensions highlighted by Campbell, McCloy, Oppler and Sager (1993) and which are generally well accepted. The dimensions are as follows:

Figure 2.1

Job performance dimensions 10 DIMENSIONS (Viswesvaran, 1993)	8 DIMENSIONS (Campbell et al., 1993)
<ul style="list-style-type: none">• Overall job performance• Productivity• Communication• Effort• Job-related knowledge• Interpersonal skills• Quality• Leadership• Rule following• Administrative skills	<ul style="list-style-type: none">• Job-specific task proficiency• Non job-specific task proficiency• Written and oral communication• Demonstrating effort• Maintaining personal discipline• Facilitating peer and team performance• Supervision/leadership• Management/administrative

SOURCE: Viswesvaran, 1993

3.Task Performance

Almost all frameworks mention task performance as an important dimension of individual work performance. Task performance can be defined as the proficiency (ie, competency) with which one performs central job tasks. Other labels sometimes used for task performance are job-specific task proficiency, technical proficiency, or in-role performance. It includes, for example, work quantity, work quality, and job knowledge. In Murphy's (1995) framework, the first dimension, labeled task behaviors, could be considered task performance. Campbell (1993) himself stated that his first two dimensions, job-specific task proficiency (core job tasks) and non-job-specific task proficiency (tasks not specific to a given job, but expected of all employees), represent task performance.

Viswesvaran's first three dimensions, productivity, quality, and job knowledge, could be considered task performance. Later developed individual work performance frameworks all included one dimension to describe task performance. The only exception was Renn and Fedor's

framework, in which task performance was split into work quantity and quality. Of course, what constitutes core job tasks can differ from job to job. In contrast to generic frameworks, job-specific frameworks often used multiple, specific dimensions to describe task performance. For example, Arvey and Mussio described task performance of clerical workers, using the dimensions of working accurately, showing concern for time and detail and planning. Jiambalvo described task performance for public accountants as understanding, planning, and revising work. Engelbrecht and Fischer divided task performance for managers into action orientation (e.g, getting things done, decisiveness), task structuring (e.g, leadership, planning), and probing, synthesis, and judgment (problem resolution). Furthermore, Tett et al., divided task performance for managers into traditional functions (e.g, decision making, planning) and occupational acumen and concerns (e.g, job knowledge, concern for quantity and quality).

2.5 Job Satisfaction and Job Performance

The study of the relationship between job satisfaction and job performance has a controversial history. The Hawthorne studies, conducted in the 1930s, are often credited with making researchers aware of the effects of employee attitudes on performance. Shortly after the Hawthorne studies, researchers began taking a critical look at the notion that a “happy worker is a productive worker.” Most of the earlier reviews of the literature suggested a weak and somewhat inconsistent relationship between job satisfaction and performance. A review of the literature in 1985 suggested that the statistical correlation between job satisfaction and performance was strong (Iaffaldano & Muchinsky, 1985).

However, further research does not agree with this conclusion. Organ (1988) suggests that the failure to find a strong relationship between job satisfaction and performance is due to the narrow means often used to define job performance. Organ argued that when performance is defined to include important behaviors not generally reflected in performance appraisals, such as organizational citizenship behaviors, its relationship with job satisfaction improves. Research tends to support Organ’s proposition in that job satisfaction correlates with organizational citizenship behaviors (Organ & Ryan, 1995).

In addition, in a more recent and comprehensive review of 301 studies, Judge, Thoresen, Bono, and Patton (2001) found that when the correlations are appropriately corrected (for sampling and measurement errors), the average correlation between job satisfaction and job performance is a higher .30. In addition, the relationship between job satisfaction and performance was found to

be even higher for complex (e.g., professionals) Individual work performance is an issue that has not only grasped companies all over the world but also fueled a great deal of research in fields of management, occupational health, and work and organizational psychology.

Numerous studies on individual work performance have been conducted. However, different approaches of studying individual work performance circulate in today's literature. Whereas the field of management has primarily occupied itself with how one can make employee as productive as possible, Work and organizational psychologists, on the other hand, have an interest in the influence of determinants, such as work engagement, satisfaction, and personality, on individual work performance.

Generic frameworks used more broad dimensions to describe work performance, whereas job-specific frameworks used more narrow dimensions to describe elements of work performance. Despite these different levels of specificity, similarities were observed between dimensions of individual work performance described in the frameworks. On the basis of conceptual grouping of individual work performance dimensions found in the literature, three broad dimensions could be distinguished: task performance, contextual performance, and counterproductive work behavior. Finally, some frameworks described dimensions that they did not classify in one of these three categories, such as proactive, creative, and adaptive performance.

2.5.1 Task Performance

Almost all frameworks mention task performance as an important dimension of individual work performance. Task performance can be defined as the proficiency (i.e competency) with which one performs central job tasks. Other labels sometimes used for task performance are job-specific task proficiency, technical proficiency, or in-role performance. It includes, for example, work quantity, work quality, and job knowledge. In Murphy's (1995) framework, the first dimension, labeled task behaviors, could be considered task performance. Campbell (1993) himself stated that his first two dimensions, job-specific task proficiency (core job tasks) and non-job-specific task proficiency (tasks not specific to a given job, but expected of all employees), represent task performance.

Viswesvaran's (1993), first three dimensions, productivity, quality, and job knowledge, could be considered task performance. Later developed individual work performance frameworks all included one dimension to describe task performance. The only exception was Renn and Fedor's

framework, in which task performance was split into work quantity and quality. Of course, what constitutes core job tasks can differ from job to job. In contrast to generic frameworks, job-specific frameworks often used multiple, specific dimensions to describe task performance. For example, Arvey and Mussio described task performance of clerical workers, using the dimensions of working accurately, showing concern for time and detail and planning. Jiambalvo described task performance for public accountants as understanding, planning, and revising work. Engelbrecht and Fischer divided task performance for managers into action orientation (e.g, getting things done, decisiveness), task structuring (e.g, leadership, planning), and probing, synthesis, and judgment (problem resolution). Furthermore, Tett et al., divided task performance for managers into traditional functions (e.g, decision making, planning) and occupational acumen and concerns (e.g, job knowledge, concern for quantity and quality).

2.5.2 Contextual Performance

Although task performance has been the traditional focus of research, researchers have come to believe that individual work performance is more than meeting prescribed work goals. In both generic and job-specific frameworks, one or more dimensions of contextual performance have been included. Contextual performance can be defined as individual behaviors that support the organizational, social, and psychological environment in which the technical core must function. Several labels exist for this dimension, such as non-job-specific task proficiency, extra-role performance, organizational citizenship behavior, or interpersonal relations.

All concepts, however, refer to behaviors that go beyond the formally prescribed work goals, such as taking on extra tasks, showing initiative, or coaching newcomers on the job. Seven of the generic frameworks used one broad dimension to describe contextual performance. Four generic frameworks used multiple dimensions to describe contextual performance. For example, in Campbell's framework, six of the eight dimensions (written and oral communications, demonstrating effort, maintaining personal discipline, facilitating peer and team performance, supervision and leadership, and management and administration) could be regarded contextual performance. Also, six of Viswesvaran's (1993), dimensions (communication competence, effort, leadership, administrative competence, interpersonal competence, and compliance with/acceptance of authority) could be regarded as contextual performance. Job-specific frameworks often used multiple, more specific dimensions to describe contextual performance.

For example, Arvey and Mussio described contextual performance of clerical workers, using the dimensions of cooperating and taking on extra load, showing responsibility and initiative, dealing with others in the organization, and dealing with public.

Campbell et al (1993) distinguished general soldiering proficiency, effort, leadership, personal discipline, and physical fitness and military bearing as dimensions of work performance in the army. Borman and Brush distinguished leadership and supervision, interpersonal dealings and communication, and useful personal behavior and skills as dimensions of managerial work performance. Altogether, dimensions frequently named under contextual performance are communication, effort, discipline, interpersonal behavior, and leading and developing others. Less frequently named dimensions are planning, solving problems, administration, and showing responsibility.

2.5.3 The Importance of work-life balance

In today's society, it is common for employees to have many competing responsibilities in their life. Examples of responsibilities away from work might include:

- I. Care commitments involving children or elderly relatives
- II. Education commitments that limit availability at times of the week/month/year
- III. Duties and/or interests outside of work
- IV. Needing to be available for religious observances
- V. People wanting a greater sense of well-being and reduced stress levels

According to Viswesvaran, (1993) job performance consists of 10 dimensions. Depending on the nature of the job, certain dimensions are more important than others. Those dimensions mostly overlap with the eight dimensions highlighted by Campbell, McCloy, Oppler & Sager (1993) and which are generally well accepted. The dimensions are as follows:

Figure 2.1

Job performance dimensions 10 DIMENSIONS (Viswesvaran, 1993)	8 DIMENSIONS (Campbell et al., 1993)
<ul style="list-style-type: none">• Overall job performance• Productivity• Communication• Effort• Job-related knowledge• Interpersonal skills• Quality• Leadership• Rule following• Administrative skills	<ul style="list-style-type: none">• Job-specific task proficiency• Non-job, -specific task proficiency• Written and oral communication• Demonstrating effort• Maintaining personal discipline• Facilitating peer and team performance• Supervision/leadership• Management/administrative

Source: Viswesvaran, 1993

2.6 Job Satisfaction and Job Performance

The study of the relationship between job satisfaction and job performance has a controversial history. The Hawthorne studies, conducted in the 1930s, are often credited with making researchers aware of the effects of employee attitudes on performance. Shortly after the Hawthorne studies, researchers began taking a critical look at the notion that a “happy worker is a productive worker.” Most of the earlier reviews of the literature suggested a weak and somewhat inconsistent relationship between job satisfaction and performance. A review of the literature in 1985 suggested that the statistical correlation between job satisfaction and performance was strong (Iaffaldano & Muchinsky, 1985).

However, further research does not agree with this conclusion. Organ, (1988) suggests that the failure to find a strong relationship between job satisfaction and performance is due to the narrow means often used to define job performance. Organ argued that when performance is defined to include important behaviors not generally reflected in performance appraisals, such as

organizational citizenship behaviors, its relationship with job satisfaction improves. Research tends to support Organ's proposition in that job satisfaction correlates with organizational citizenship behaviors (Organ & Ryan, 1995).

In addition, in a more recent and comprehensive review of 301 studies, Judge, Thoresen, Bono, and Patton (2001) found that when the correlations are appropriately corrected (for sampling and measurement errors), the average correlation between job satisfaction and job performance is a higher .30. In addition, the relationship between job satisfaction and performance was found to be even higher for complex (e.g., professionals) Individual work performance is an issue that has not only grasped companies all over the world but also fueled a great deal of research in fields of management, occupational health, and work and organizational psychology. Numerous studies on individual work performance have been conducted. However, different approaches of studying individual work performance circulate in today's literature. Whereas the field of management has primarily occupied itself with how one can make some employee as productive as possible, Work and organizational psychologists, on the other hand, have an interest in the influence of determinants, such as work engagement, satisfaction, and personality, on individual work performance.

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A poor balance between an employee's work commitments and their other responsibilities can lead to stress, high absence and low productivity. Employees who have a better work-life balance often have a greater sense of responsibility, ownership and control of their working life. If an employer helps an employee to balance their work and home life this can be rewarded by increased loyalty and commitment. They may also feel abler to focus on their work and to develop their career.

2.6.2 Other Dimensions

To examine the impact of fun at work on work performance, Fluegge divided the domain of individual work performance into task performance, organizational citizenship behavior, and creative performance. Creative performance was defined as behavioral manifestations of

creativity, which refer to the generation of ideas, procedures, and products that are both novel and useful.

Allworth and Hesketh, Pulakos et al, & Griffin et al, (2015) focused on the growing interdependency and uncertainty of work systems and the corresponding change in the nature of individual work performance. All three argued that adaptive performance should be a separate dimension of individual work performance. Adaptive performance is defined as the extent to which an individual adapts to changes in a work system or work roles. It includes, for example, solving problems creatively, dealing with uncertain or unpredictable work situations, learning new tasks, technologies, and procedures, and adapting to other individuals, cultures, or physical surroundings. Griffin et al., (2015) further argued for task proactivity as a separate dimension of work performance. Individual task proactivity reflected the extent to which individuals engage in self-starting, future-oriented behavior to change their work situations, their work roles, or themselves. Sinclair and Tucker's job-specific framework also regarded adaptive performance as a separate dimension of individual work performance, in addition to task performance, contextual performance, and counter-productive work behavior. In several other frameworks, adaptive performance was not included as a separate dimension, but rather as a part of contextual performance. For example, Hunt's dimension of schedule flexibility, Rollins and Fruge's dimension of adaptability, and Hedge et al's dimension of leading change all reflected an employee's ability to adapt to new job conditions or requirements.

2.6.3 Job Satisfaction-Job Performance Relationship

The satisfaction-performance relationship has been studied for decades. The Hawthorne studies in the 1930s and the human relations movement stimulated interest in the relationship between employee attitudes and performance. Brayfield and Crockett, (1955) published a narrative review of the satisfaction-performance relationship in which they concluded that the relationship was minimal or nonexistent.

However, this review was limited by the small number of primary studies existent at the time that examined the satisfaction-performance relationship. Since Brayfield and Crockett's influential review, other reviews of the satisfaction-performance relationship have also been published (e.g., Herzberg, Mausner, Peterson, & Campbell; 1957; Vroom, 1964; Locke, 1970, Schwab &

Cummings, 1970). These reviews have differed in their perceptions of the satisfaction-performance relationship.

One of the most optimistic of these reviews is that of Herzberg et al. (1957) in which they express confidence in a relationship between job satisfaction and job performance, but suggest that previous correlations have been low because researchers were not correctly measuring satisfaction and performance. A common theme among these reviews is a necessity for theoretical work on satisfaction, performance, and their relationship (Locke, 1970; Schwab & Cummings, 1970). Specifically, Schwab and Cummings (1970) explain that a premature focus on the satisfaction-performance relationship has been problematic because of the lack of theory involved.

Following these reviews, researchers began to more closely consider the satisfaction-performance relationship, both empirically investigating the relationship and also looking specifically at potential mediators and moderators of the relationship (Judge et al., 2001). Iaffaldano and Muchinsky (1985) conducted an empirical investigation of the satisfaction-performance relationship and found the true population correlation to be 0.17. Thus, they concluded that satisfaction and performance are only slightly related. In the more recent meta-analysis, Judge et al. (2001) estimated a true population correlation of 0.30. They explain that this result is different from the one obtained by Iaffaldano and Muchinsky (1985) because the Iaffaldano and Muchinsky study examined satisfaction at the facet rather than global level. As performance was conceptualized as being at a general level, one would expect that measuring satisfaction at the facet level would result in lower correlation than measuring satisfaction at the more general global level. As such, it is reasonable to believe that the true correlation between satisfaction and performance is closer to Judge et al.'s (2001) correlation of 0.30 rather than Iaffaldano and Muchinsky's (1985) correlation of 0.17.

2.6.4 Typical versus maximum Performance

According to Cronbach (1960), two factors influence one's performance, namely ability and personality factors. Some find motivation (direction, level and persistence of motivation) to be a strong factor contributing to job performance in addition to ability and personality. Sackett, Zedeck and Fogli (1988) argue that it is motivation that allows one to move from average to maximum Performance. In order to improve performance, both motivation and ability need to be present (Klehe & Anderson, 2005).

According to Vroom (1964), expectancy theory hypothesizes that people will be more motivated to perform more effectively when they associate the performance outcome with a desired reward. This shows that abilities alone are not enough to take one to the next level of performance; people need to feel that there is an incentive for them, be it monetary, growth, challenge or recognition. Both motivation and personality factors contribute to the shift from average to maximum performance in some situations. Personality traits such as conscientiousness, reliability or interpersonal skills can make a person a superior performer even if motivation is low at times. Through superior interpersonal qualities, a person can motivate his or her team to perform the tasks that contribute to their overall success. In summary, it is clear that not only ability impacts the performance (Klehe & Anderson, 2005).

2.6.5 Individual Performance

Individual performance can be defined as actions and behaviors individuals carry out which are linked to company goals (Campbell, et al., 1993). In order for any company to reach its goals and strategic objectives, individual performance needs to be managed effectively and efficiently (Amos, Ristow & Ristow, 2004). It is through the individuals (their attitudes and actions) that the company is able to achieve a competitive edge (Sutherland, De Bruin & Crous, 2007). Individual performance is in fact the most critical component impacting companies' success (Meihem, 2004).

2.7 Understanding the concept: job satisfaction

According to the review on Herzberg's motivation theories by the Harvard business school, Herzberg pointed out that employees also need some degree of personal recognition, which reduces tension and improves working conditions, above all, employee satisfaction and motivation have always been important issues. After all, he added that high level of absenteeism and staff turnover can affect the bottom line, as terms, recruitment and retaining take their toll, but few practices in fact, few organizations have made job satisfaction a top priority, perhaps because they have failed to understand the significant opportunity that lies in front of them. Satisfied employees tend to be more productive, creative and committed to their employers. (Herzberg 2008,128.)

However, Frederick Herzberg theorized that employee satisfaction has two dimensions, which are the hygiene and motivation dimensions. The hygiene issues, such as salary and supervision, decreases employee's dissatisfaction with the work environment motivation, such as recognition and achievement, This make workers more productive, creative and committed. Hertzberg, who is

considered by many to be a pioneer in motivation theory, interviewed a group of employee to find out what made them satisfied and dissatisfied with the job. He asked the employees essentially two sets of questions:

- Think of a time when you felt especially good about your job. Why did you feel that way?
- Think of a time when you felt especially bad about your job. Why did you felt that way?

It was from the findings of these interviews that Herzberg went on to develop his theory, that they were two dimensions of job satisfaction; motivation and hygiene. Hygiene issues, according to Herzberg cannot motivate employees but can minimize dissatisfaction if handled properly. In other words, they can only dissatisfy if they are absent or mishandled. Hygiene topics include company policies, supervision, salary, interpersonal relations and working conditions They are issues related to the employees' environment. Motivators on the other hand, create satisfaction by fulfilling individuals need for meaning and personal growth. They are issues such as achievement, recognition, the work itself, responsibility and achievement. Once the hygiene issues has been addressed, said Herzberg, the motivators would promote job satisfaction and encourage production (Herzberg 2008,164-167.)

Herzberg further explained that although hygiene issues are not the source of satisfaction, these issues must be dealt with first to create an environment in which satisfaction and motivation are even possible. (Herzberg 2008,168)

According to Herzberg, the first factor is company administration. An organisation policies can be a great source of frustration for employees. For example, the policies are unclear or unnecessary or if not everyone is required to follow them, when some categories or class of staff are supposed to go through some unpleasant company policy whereas another group of workers are exempted Although employee will never feel great sense of motivation or satisfaction due to your policies, you can decrease dissatisfaction in this area by making sure your policies are fair and apply to all. Also, make printed copies of your policies and procedures manual easily accessible to all members of your staff. (Herzberg 2008, 73)

Another factor that must be put in place by employers of labour is supervision. Herzberg stated that supervision is very important in order to decrease dissatisfaction on the work place; employers of labour must begin by making wise decision when appointing someone to the role of supervisor and be aware that good employees do not always make good supervisors. The role of a supervisor

is extremely difficult; it requires leadership skills and the ability to treat all employees fairly. (Herzberg 2008,73)

Salary is the third factor, even though salary cannot be said to be a motivator for employees alone, but every worker do want to be paid fairly. For instance, a surgeon who happens to be a medical doctor will not be happy to receive the salary of a cleaner in the same hospital, he must be paid what corresponds to his level of professionalism. If individuals believe they are not compensated well, they will be unhappy working for the employers. (Herzberg 2008,74)

The fourth factor is interpersonal relations. part of the satisfaction of being employed in any organisation is the social contact it brings to the worker, it could be during lunch break together or coffee break, by allowing employees a reasonable amount of time for socialization this will help them develop a sense of teamwork. (Herzberg 2008,74)

Working condition is the fifth factor. The environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing. The sixth factor is work itself perhaps the most important to employee motivation is helping individual to believe that the work they are doing is important and that their tasks are meaningful. (Herzberg 2008,74). Frederick Herzberg theorized that employee satisfaction depends on two sets of issues: hygiene issues and motivators. Once the hygiene issues have been addressed, he said, the motivators create satisfaction among employees. Hygiene issues (dissatisfaction), company and administrative policies, supervision, salary, Interpersonal relations, working conditions-motivators (satisfier), Work itself, achievement, recognition, responsibility and advancement.

Christen, Iyer, and Soberman, (2006) found that there is an extensive body of research in organizational psychology that considers the role of job satisfaction in managing effective work relationships. Similarly, job satisfaction is a widely studied construct in marketing research on sales force (Brown and Peterson 1993), retail store managers and service workers (Lusch and Serpkenci 1990). Boyt, Lusch, and Naylor, (2001) examines the antecedents of job satisfaction and, in particular, the effects of job performance, effort, and the compensation structure. However, findings in this literature about the relationships between job satisfaction and these antecedents have been inconsistent and even controversial. For example, despite the finding that people derive intrinsic value from work, the relationship between job performance and job satisfaction has been found to be inconsistent and weak (Brown and Peterson 1993; Iaffaldano and Muchinsky 1985). Similarly, studies that examine the effect of effort on job satisfaction find that it has a positive

effect (Brown and Peterson 1994). This second finding appears to contradict the logic of the equally large literature on agency relationships in economics and marketing, which is based on the assumption that effort is costly to an agent and therefore reduces the agent's utility (or job satisfaction).

Christen, Iyer, and Soberman,(2006) developed a model of work relationships to investigate the relationship between job satisfaction and its key determinants, job performance and effort. The premise is that a complete understanding of job satisfaction and work relationships must be predicated on a theory of how effort affects job satisfaction and the way that effort affects the relationship between job performance and job satisfaction.

Christen et al;(2006) draw on both agency theory and organizational psychology. and consider a role of effort that is consistent with a principal-agent model (Holmstrom 1979): When compensation and other factors are controlled for, effort is a cost for an agent, they then embed this cost in a job satisfaction model (Porter and Lawler 1968) to clarify the relationships between job satisfaction and its key antecedents.

A clear understanding of these relationships is important to design employment contracts that optimize firm performance, while providing satisfactory incentives and compensation for an employee. When they consider the three constructs of job satisfaction, job performance, and effort jointly, they found a strong positive effect of job performance on job satisfaction, a result that has long been hypothesized in marketing and organizational psychology, but has received weak empirical support (Iaffaldano and Muchinsky 1985).

In addition, the studies account for the moderating effect of job performance, and found that effort has a strong negative effect on job satisfaction, a result that supports the theoretical assumption of empirical studies of contracts, such as sales force compensation plans (e.g., Lal, Outland, and Staelin 1994). Both omitted variables and construct definition problems explain why some previous research has found a positive effect of effort on job satisfaction. The result of their model and analysis is consistent with the agency theoretic view of effort. At the same time, recognizing the manner by which other determinants of job satisfaction mediate the impact of effort on job satisfaction.

Agency theory makes a distinction between fixed compensation (e.g., salary) and variable compensation that depends on output (e.g., bonuses based on individual or firm performance). The agency theoretic prediction is that fixed compensation should have a significant effect on job

satisfaction but not on effort, regardless of an employee's risk preference. this conforms with and the support the predictions made. Christen et al;(2006)

Ogbonnikan, (2013) conducted a research on satisfaction and efficiency among hotel workers, of in Lagos, Nigeria to find out whether the employees of the hotel business were really satisfied with their jobs or not, and to identify the various factors that actually triggered off or were responsible for the workers' satisfaction and to determine the major factor that made them satisfied with their jobs and their corresponding efficiency. Consequently, to determined how job factors such as pay, working conditions, relationship with boss, personnel policies and the work itself affected the job satisfaction of the hotel workers. After the analysis of the results it were discovered that a lot of hotel workers were averagely satisfied with their jobs and job satisfaction leads to efficiency on the part of the employees. Recommendations were made to the employers of the hotel, and this could be useful for other hoteliers too, in order to have a good human relationship, employee satisfaction in the hotel accommodation industry in general.

2.8 Job Performance and Job Satisfaction

Judge, Thoresen, Bono, & Patton, (2001) conducted a qualitative and quantitative review of the relationship between job satisfaction and job performance. The qualitative review is organized around 7 models that characterize past research on the relationship between job satisfaction and job performance. Although some models have received more support than have others, the research has not provided conclusive confirmation or disconfirmation of any model, partly because of a lack of assimilation and integration in the literature, due to these limitations in previous literature and interpretations of findings, a new meta-analysis was conducted on 312 samples with a combined N of 54,417. the mean true correlation between overall job satisfaction and job performance was estimated to be 0.30. In the light of this result, the agenda for further research on satisfaction - performance relationship is provided.

Lawler and Porter (1967). found that it was difficult to obtain support for the view that job satisfaction has a significant effect on job performance. As a result, the reverse (that an employee's job performance affects his or her job satisfaction) became the focus of research in the area. However, the idea that an employee's job performance affects his or her job satisfaction is consistent with several psychological theories, such as intrinsic motivation theory (Deci and Ryan 1985), few studies have found support for it (Iaffaldano and Muchinsky 1985). Similarly, organizational studies of the sales force in marketing invariably find that the relationship between

job performance and job satisfaction is weak (Bagozzi 1980; Brown and Peterson 1993). As Brown and Peterson (1993) note, if the effect of job performance on job satisfaction is insignificant, firm actions designed to increase job performance should not have a direct effect on job satisfaction and related outcomes, such as employee turnover.

Conversely, there seems to be consensus that many antecedents of job satisfaction and job performance are common (e.g., effort, compensation, quality of supervision, clarity of job responsibilities). A literature suggests that the antecedents of job satisfaction can be categorized into personal characteristics, role perceptions, and organizational variables (Brown and Peterson 1993). It is intuitive that effort and compensation are critical determinants for the viability of any employment situation. An employee will not be willing to exert effort unless he or she is paid, and the employer will not be willing to pay unless the employee works. A contract needs to be individually rational (i.e., both parties must expect to be better off by engaging in the work relationship). Brown and Peterson (1993).

Clark and Oswald (1996), use job satisfaction as a proxy for utility. They find a negative (albeit weak) effect of effort on job satisfaction. However, because job performance is omitted, its role as a potential mediator of the effect of effort on job satisfaction is not considered.

2.9 Manager interaction with Employees

If an employee does not get feedback from his/her manager, then he/she has no idea how to rate his/her performance. Managers should be trained to give positive and negative employee feedback. In negative situations, the manager should work with the employee to create programme that will help address the performance shortcomings. It is easier for employees to improve their performance when they know what they are doing right and what they are doing Wrong (Anderson,2003). Before giving feedback make sure you remind yourself why you are doing it. The purpose for giving feedback is to improve the situation or performance. You won't accomplish that by being harsh, critical, or offensive. That's not to say you must always be positive. There is a role for negativity and even anger if someone isn't paying sufficient attention to what you're saying. However, this should be used sparingly. You will most often get much more from your employee when your approach is positive and focused on improvement (Sekaran ,2010).

2.9.1 Setting goals

To help employees improve their performance, employers need to set goals that employees are required to achieve. Performing to the minimum standards means the employee is doing his job, and that can help an employee understand what is expected of him at a minimum. It would also be helpful to create incentives that will give employees motivation to go beyond the set goals (Anderson, 2003).

Goal-setting is an important component of employee motivation. Setting and achieving goals keeps employees looking forward to new accomplishments and rewards, pushing their performance to ever-increasing heights. The best goals include each of four vital components; great employee goals are specific, time-bound, measurable and reasonably attainable. Reviewing a few examples of great employee goals can help you to craft goals for yourself or your employees that include all four characteristics (Ingram, 2016).

2.9.2 Goals

Productivity can be defined as the amount of productive work accomplished within a specific time-frame. Productivity can be measured in units produced, customers served or other measures of output. Setting productivity goals for individual employees has the long-term effect of increasing overall company productivity, allowing a company to get more work done in the same amount of time and with the same number of employees. An example of a great productivity goal for an assembly line worker, using the four characteristics of an effective goal, could be "to increase the number of units produced per hour by 5 percent between each semi-annual performance review. An example of a great productivity goal for a data-entry clerk could be to increase typing speed by five words-per-minute each month until reaching 60 words-per-minute (Ingram, 2016).

2.9.3 Efficiency Goals

Efficiency is a similar concept to productivity, but it approaches output in a different way. Efficiency can be defined as the speed, accuracy and consistent quality with which an employee works. More efficient workers make fewer mistakes and can increase their productivity without decreasing their quality standards. An example of a great efficiency goal for a customer-service representative could be "to keep the number of service calls which last over five minutes to under

ten per day," to encourage the rep to interact more strategically with customers and anticipate their needs (Ingram, 2016).

2.9.4 Educational Goals

Educational achievement can make employees more valuable to their employers, in addition to enriching their lives in other areas. Setting goals is a proven way to reach educational milestones, and companies can benefit from collaboratively setting educational goals with their employees. Valuable educational achievements include things such as college degrees, company-sponsored training programs and professional certifications. An example of a great educational goal for an aspiring manager could be "to fulfill all seven management training modules before next year's performance review." An example of a great educational goal for someone at the top of their pay grade could be "to enroll in an Associate's degree program this Fall semester, and to complete my degree within three years" (Ingram, 2016).

2.9.5 Personal Development Goals

Employee performance relies on a range of qualitative factors in addition to easily measurable quantitative issues. Intangible characteristics such as leadership skills, communication effectiveness, conflict management skills and strategic contributions in team settings can be just as important to employees' success and their employers' competitiveness. Examples of great intangible goals for personal development include "decreasing the number of negative confrontations at work between each performance review until no confrontations arise, to speak up and contribute in all team meetings during a specific project." (Ingram, 2016).

2.10 Conceptual Review of Employee Motivation

Motivation is defined as the process that starts with physiological or psychological deficiency or need that activates behavior or a drive that is aimed at a goal or incentive (Luthans, 1998).

The underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goal in order to fulfil some need or expectation Mullins,(1999). He also distinguishes between extrinsic motivation related to tangible rewards such as money; and intrinsic motivation related to psychological rewards such as the sense of challenge and achievement. (Kreitner, 1995), (Buford, Bedeian & Linder 1995), (Higgins,1994) all cited in (Linder, 1998) defined motivation as "the psychological process that gives behavior purpose and direction, a

predisposition to behave in a purposive manner to achieve specific unmet needs, an unsatisfied need, and the will to achieve, respectively.

There are inexhaustible definitions of motivation in various published works, articles, texts and journals by reputable fellows and organizations studying the concept motivation. The aforementioned definitions are just a few to illustrate the concept motivation as used in this work.

Motivation “Is a feeling of enthusiasm or interest that makes you determined to do something” (Macmillan English Dictionary for Advanced Learners, 2007) or “energizes, directs and sustains behavior” Perry & Lyman, (1982).(Antomioni,1999) argued that “the amount of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied. On the other hand, individuals become de-motivated if they feel something in the organization prevents them from attaining good outcomes.

Young, (2000) suggest that motivation can be defined in a variety of ways, depending on who you ask. Ask someone on the street; you may get a response like, it’s what drives us” or “it’s what makes us do the things we do. Therefore, motivation is the force within an individual that account for the level, direction, and persistence of effort expended at work.

According to a study conducted by (Grant 2008), motivation imposes employee outcomes for instance performance and productivity. He also established that motivated employees are more oriented towards autonomy and are more self-driven in contrast to less motivated employees. Further, motivated employees are highly engaged and involved in their work and jobs and are more willing to take responsibilities (Kuvaas & Dysvik, 2009).

Following are the variables which directly affect the employee motivation; Training is the formal process by which a person acquires knowledge, skills, and competencies. Motivation is the direction and intensity of one’s effort, or the psychological feature that arouses an organism to action toward a desired goal. Organizations that use training practices, directly or indirectly effect employee motivation as well as commitment to the organization (Meyer & Allen, 1991). According to (Rowden & Conine 2005), the purpose of training is to enhance the satisfaction of employees towards their jobs and satisfied employees contend their customers with enhanced performance. Employees who commit to learn are more satisfied with their jobs and ultimately show more positive performance than others Tsai et al, (2007). In line with (Tsai et al,2007),

(Harrison ,2000) established that learning that is prompted by training positively effects employee performance and is an essential element for the achievement of organizational goals (Harrison, 2000). The study shows that performance of firms is influenced by many things in which employee motivation is the main factor if employees are more motivated then performance of organization will also enhance (Saif ullah, & Malik,2012).

2.10.1 Types of Motivation

Motivation is a feeling of enthusiasm or interest that makes you determined to do something Macmillan English Dictionary for (Advanced Learners, 2007) or energizes, directs and sustains behavior” (Perry & Lyman, 1982). Motivation also has to do with the forces that maintain and alter the direction, quality and intensity of behavior (Kelly, 1974). A motive is a reason or purpose for behavior” (Bernstein, 2008). (Huczynski & Buchanan 2007) argued that Motivation is a combination of goals towards which human behavior is directed; the process through which those goals are pursued and achieved and the social factors involved. Luthans (1992) says, Motivation is a combination of needs, drives and incentives. Motivation is defined as the process that starts with physiological or psychological deficiency or need that activates behaviour or a drive that is aimed at a goal or incentive.

Mullins (1999) says, the underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goal in order to fulfil some need or expectation”. Mullins also distinguishes between extrinsic motivation related to tangible rewards such as money; and intrinsic motivation related to psychological rewards such as the sense of challenge and achievement. (Kreitner, 1995), (Buford, Bedeian & Linder 1995), (Higgins 1994) all cited in (Linder,1998) defined motivation as “the psychological process that gives behavior purpose and direction, a predisposition to behave in a purposive manner to achieve specific unmet needs, an unsatisfied need, and the will to achieve, respectively. There are innumerable definitions of motivation in various published works, articles, texts and journals by reputable fellows and organizations studying the concept „Motivation“. The aforementioned definitions are just a few to illustrate the concept motivation as used in this work.

What makes us do the things we do.” Therefore, motivation is the force within an individual that account for the level, direction, and persistence of effort expended at work. “According to a study

conducted by (Grant,2008), motivation imposes employee outcomes for instance performance and productivity. He also established that motivated employees are more oriented towards autonomy and are more self-driven in contrast to less motivated employees. Further, motivated employees are highly engaged and involved in their work and jobs and are more willing to take responsibilities (Kuvaas & Dysvik, 2009).

An intrinsic reward is an intangible reward of recognition or a sense of achievement motivation, in any endeavor when one feels in the Maslow's hierarchy as attainment in conscious satisfaction. It is the knowledge that one did something right, or one made some body's day better. Hence reward management systems (specifically intrinsic rewards) positively motivate job satisfaction and motivation with commitment off employees. Similarly perceived training effectiveness is employees and ultimately affects their individual and organizational performance. (Pool & Pool,2007) and (Lok & Crawford,2004) argue that there is an inevitable link between motivation and highly correlated with the job satisfaction of employee, supporting the findings of (Tsai et al 2007). Motivational factors can be of different forms like comparatively higher pay, an equitable payment system. Real opportunities for promotion, considerable and participative management, recognition of performance and proper feedback, a reasonable degree of social interaction at work, interesting and varied tasks and a high degree of control over work pace and environment (Hosain, & saifullah,2013). Studies on how to motivate people in developing countries is going on for at least half a century that almost followed the usage of models in developed countries. Motivation is not only rewards such as incentives, needs, or goals, but also what people do in relation to these, particularly the direction and intensity of actions (Munro,1992). Therefore, if we want to fully understand what motivates any kind of action, we have to take into account a hierarchy of levels of analysis including physical, psychological, social, cultural one (Ubeda, & Allaudin, 2013).

The general assumption is that an adequately motivated worker will in turn give in his or her best towards the attainment of a general consensus. Consequently, when a worker is motivated the question of poor performance and inefficiency will be forgotten issue in an organization. Manager 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 (Robinson,2004). An employee requires continual reassessment, evaluation and capacity building within the work context. This is to sustain performance at the expected level or surpass organizational expectations. A human resource is not an inanimate object. Human beings

have feelings, emotions, opinions and frames of reference that are unique to each and every individual Cheminai, Dowling, (Festing & Engle, 2008). A good number of workers are adequately paid in their jobs so as to work hard and maintain a high standard of productivity while some even work hard but do not receive much material gains to show for it. The issue under consideration is how a worker in an organization with a particular set of needs achieve the reward he desires? Generally, management does withhold rewards to motivate employee to achieve high performance or productivity (Robinson, 2004).

For the purpose of this dissertation, the researcher's definition will be as follows: Motivation refers to the combined personal, social, organizational and inherent factors that drive an employee to perform to agreed job standards or exceed these, on a continual basis (Mukhtar, 2016).

An intrinsic reward is an intangible award of recognition or a sense of achievement motivation, in any endeavor when one feels in the Maslow's hierarchy as attainment in conscious satisfaction. It is the knowledge that one did something right, or one made some body's day better. Hence reward management systems (specifically intrinsic rewards) positively motivate employees and ultimately affect their individual and organizational performance. (Pool & Pool ,2007) and (Lok & Crawford,2004) argue that there is an inevitable link between motivation and job satisfaction and motivation with commitment of employees. Similarly, perceived training effectiveness is highly correlated with the job satisfaction of employee, supporting the findings of (Tsai, 2007).

Motivation in general, is more or less basically concern with factors or events that moves, leads, and drives certain human action or inaction over a given period of time given the prevailing conditions. Furthermore, the definitions suggest that there need to be an "invisible force" to push people to do something in return. It could also be deduced from the definition that having a motivated work force or creating an environment in which high levels of motivation are maintained remains a challenge for today's management. This challenge may emanate from the simple fact that motivation is not a fixed trait –as it could change with changes in personal, psychological, financial or social factors.

Topic of motivation is more discussed in the subject of organizational behavior which contains a variety of models and theories relevant to motivation. Development and growth of employees is significantly focused. According to Maslow, Alderfer, McClelland, Hackman and Herzberg; the

growth is most influential motivator for individuals that exploit the potential of employees. It is found that an undeniable link exists among employee motivation and their satisfaction with the jobs and also to organizational commitment (Basset-Jones and Lloyd, 2005); (Chen et al.,2004). Employee motivation is most important element for all organization to attain achievement whether these are public or private (Chintallo & Mahadeo, 2013).

Motivational factors can be of different forms like comparatively higher pay, an equitable payment system. Real opportunities for promotion, considerable and participative management, recognition of performance and proper feedback, a reasonable degree of social interaction at work, interesting and varied tasks and a high degree of control over work pace and environment (Hosain, saifullah,2013). The general assumption is that an adequately motivated worker will in turn give in his or her best towards the attainment of a general consensus. Consequently, when a worker is motivated the question of poor performance and inefficiency will be forgotten issue in an organization. Manager 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 (Robinson, 2004).

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For this thesis, the definition of motivation by (Greenberg & Baron, 2003) is adopted, as it is more realistic and simple as it considers the individual and his performance. Greenberg &Baron defines motivation as: “The set of processes that arouse, direct, and maintain human behavior towards attaining some goal” (Greenberg &Baron, 2003).

According to (Cristescu et al 2013), employees could be intrinsically or extrinsically motivated; the intrinsic factors of motivation are relations between the expectations, perceptions and feelings of an individual on the one hand, and the actual content of the individual’s work and behaviour on the other hand. Extrinsic motivation is also based on individual-organisation relationship and is meant to meet employee’s expectations with regard to the organisational reactions in relation to employees’ efforts, behaviour and results.

The main idea behind Maslow’s needs hierarchy concerns employer’s responsibility to provide environment of workplace that encourages and enables employees to fulfil their own unique potential or self-actualisation (Maslow, 1954). This hierarchy of needs model/theory developed in the 1940-50s remains valid till today for the understanding of human motivation, management training and personal development (Maslow, 1943). With this theory manager understand how to motivate employees and channel motivation towards work for retention (Manion, 2005). Knowing the purpose of the job and doing everything with that purpose in mind increases motivation. Focusing exclusively on extrinsic rewards costs more and do not increase commitment (Ayers, 2008). However, four intrinsic rewards that increase motivation are senses of meaning, choice, competence and progress. This is in line with (Meyer et al,2003) argue that building effective commitment involve more than paying well, and that retention based on compensation base commitment (motivation) is of course sensitive to changes in compensation within the organization. Organizations that indulge in this form of retention strategy are often vulnerable to

the possibility that competitors may use better wage offers to lure away employees. Hence, (Smith2001), states that money gets employees to the door, but does not keep them there.

2.10.2 Reward

Reward system is very important in any organization as the process that is in command of human behavior within an organization. It helps to verify not only performance in relation to current goals but also influences the possibility of people joining and remaining in an organization. It also shapes the degree to which effort is directed in the development of the organization future capabilities. If correctly designed or administered, reward systems can lead to attractive behavior for a firm. On the other hand, if incorrectly designed or administered, reward systems can lead to the steady deterioration of an organization and why not its immediate demise (Flamholtz,1996).

Every company is in competition with other companies in similar businesses or in other businesses for recruiting and retaining prolific employees (Akah, 2010).

Rewards that an individual receives are very much a part of the understanding of motivation. Research has suggested that rewards now cause satisfaction of the employee to be affected, which directly influences the performance of the employee. In the study carried out by (Jibowo 2007) on the effect of motivators and hygiene on job performance among a group of 75 agricultural extension workers in Nigeria. The study basically adopted the same method as (Herzberg et al.1959) and it shows some support for the influence of motivators on job performance. In another study carried out by (Centers& Bugental 2007), they also based their research on Herzberg ‘ s two-factor theory of motivation, which separated job variables into two groups: hygiene factors and motivators. They made use of sample of 692 subjects to test the validity of two-factor theory. And it was discovered that at higher occupational level, motivators or intrinsic job factors were more valued, while at lower occupational levels hygiene factors or extrinsic job factors were more valued. From this work, they concluded that an organization that satisfies both intrinsic and extrinsic factors of workers get the best out of them. Another study carried out, which is of importance to this research, is that of (Wood,1974). He investigated the correlation between various workers’ attitudes and job motivation and job performance using 290 skilled and semi-skilled male and female paper workers. The study revealed that highly involved employees who were among intrinsically oriented towards their job did not manifest satisfaction commensurate

with company evaluations of performance. They depended more on intrinsic rewards as compared to those who were more extrinsic in orientation.

The managers must guarantee that its reward structure is equivalent to the market rate. An effective reward system shall enable competitiveness with those of the other firms seeking a particular kind of competency and talent which is more striking to prospective candidates. According to Lawler Company, managers can design reward systems to diminish absenteeism by linking bonuses to levels of attendance. This strategy is particularly positive in compensation for low job content and poor working conditions that cannot be improved. Furthermore, some of the jobs in facility management companies may be simple and routine and therefore may lack motivational properties. The facility manager may attempt to decrease such absenteeism by linking certain rewards to attendance. For example, the manager may set a policy of giving a monetary bonus or extra days of paid leave for an ideal or near-perfect attendance. Company's effectiveness is augmented through employee performance that in turn can be facilitated by an effective reward system. Porter and Lawler suggest that the linkage between performance and reward (that is intrinsic and extrinsic rewards) is a strong factor influencing subsequent performance Chelladurai, (2006).

2.10.3 Financial Reward

Good remuneration has been found over the years to be one of the policies the organization can adopt to increase their workers' performance and thereby increase the organizations productivity. Also, with the present global economic trend, most employers of labor have realized the fact that for their organizations to compete favorably, the performance of their employees goes a long way in determining the success of the organization. On the other hand, performance of employees in any organization is vital, not only for the growth of the organization, but also for the growth of individual employees (Meyer & Peng 2006). An organization must know who are its outstanding workers, those who need additional training and those not contributing to the efficiency and welfare of the company or organization. Also, performance on the job can be assessed at all. Many types of financial inducement exist. Some directly provide the employee with cash. Bonuses based on performance against budget, quality or other standards may be used as immediate financial incentives. Management rewards by bonuses have become popular in some companies as a means of providing employees with an immediate buster for completion of a project or activity. While

the number of companies delivering cash awards has increased, only seven 7 percent actually use such rewards at present (Ulrich & Lake, 1990).

Levels of employment such as: Personnel decision relating to promotion, job rotation, job enrichments etc. (Aidis, 2005; Meyer & Peng, 2006). And, in some ways, such assessments are based on objective and systematic criteria, which include factors relevant to the person 's ability to perform on the job. Hence, the overall purpose of performance evaluation is to provide an accurate measure of how well a person is performing the task or job assigned to him or her. Based on this information, decisions will be made affecting the future of the individual employee. Therefore, a careful evaluation of an employee performance can uncover weak-nesses or deficiencies in a specific job skill, knowledge, or areas where motivation is lacking. Once identified, the deficiencies may be remedied through additional training or the provision of the needed rewards.

Most companies make use of financial compensation plan to motivate their employees. Sales contests are short term incentive programs that can be an effective motivational tool if they are cautiously and accurately designed. A sales contest should have a precise purpose, such as to increase in sales in short term sales of slow moving products or getting new customers. The design of the sales contest should take into consideration the following points: each salesperson has an equal opportunity to win, use sales quotas and select either open ended in which unlimited number of salespersons can win. In addition to the above, closed ended contest could be use in which there are limited number of salespersons winning the contest. Prizes should be attractive, each consisting of cash prizes. At least 10 percent of the budget should be spent on sale contest, so there is an excitement in the company. Care should be taken in order that employees do not use undesirable methods such as using pressure tactics to attend their targets. In order to reduce the undesirable method is not to announce the contest period in advance (Havaladar & Cavale, 2007).

2.10.4 Nonfinancial Reward

Organizations with positive ambitions could make available a framework within which high levels of motivation could be accomplished through non-financial reward systems by the provision of opportunities for learning and development. But personal management skills still have a key role to play in deploying their own motivating skills to get individual within their organization to give

their best performance by to making good use of the motivational systems and processes provided by the company (Armstrong, 2008).

2.11 Employee Recognition: is appreciation of performance by the organization of an act done by the team or team member. In common language, it is some time expressed as “I caught you doing something right.” It is an approach of expressing gratitude for the special or extra effort done by an employee within an organization. Recognition has two essential goals: to encourage the employees or team to repeat or continue the behavior and to encourage other employees to do the same. Most team recognition plans fall into celebrating organizational objectives habitually as an event, designed to acknowledge the successful completion of important company goals. This is to create a greater awareness or to remind people of the importance of the goals achieved within the company. For instance, a division of large telecommunications company held an all hands meeting at an off-site facility to celebrate the accomplishment of their goals. (Parker, 2003) Recognition, either informal (oral) or formal (written remarks and events), has been the most cost-effective way to strengthen required actions for performance within an organization. However, when recognition is acting in isolation of compensation and equity rewards, it’s frequently loses much of its appeal (Wilson,2003).

However, feedback in particular constructive criticisms is necessary for the expansion and development of the employee. Negative reinforcement such as indicating mistakes and threatening employees with job loss, causes employees to adjust their behavior just enough to avoid punishment. It may get to produce a positive result at the job but it will not generate enthusiasm. Negative reinforcement produces responses like that’s not my job or I don’t know. On the other hand, periodic positive performance reviews generate extra or discretionary effort on the part of the employees. Positive feedback motivates the employees to function as a team. Employees will produce responses like “I don’t know but I will find out” or “That’s not my job but I will find someone who can help you. Once a year discussion with employees will not produce extraordinary endeavors (Baum & Zablocki, 1996).

According to Herzberg, managers do not motivate employees by awarding employees’ higher wages, more benefits or status symbols. Rather, employees are motivated by their own inherent need to accomplish something at a challenging task. The manager’s job then is not to motivate

employees to get their tasks achieved; rather, the manager should provide opportunities for people to achieve their task so that they will become motivated. (Marchington & Wilkinson, 2005) Moving employees through a diversity of jobs, departments or functions is particularly an excellent approach to expose the employees to challenging task. This is very suitable to employees who have been on a job for a long time and are no longer challenged by the job but rather who have a strong need for activities or change. By open-handed the opportunity to change jobs, the manager has definitely exposed the employees to new challenges and it will enable the employees to put in their best in order to meet up to expectations. (Stone, 2003). This therefore creates an enabling environment for greater motivation and performance within the organization.

2.12 Employee Promotion

A promotion is the advancement of an employee's rank, salary, duties and/or designation within an organization. Promotions are often a result of good employee performance and/or loyalty (usually via seniority). The opposite of a promotion is a demotion (boundless, 2015).

A promotion is the advancement of an employee's rank or position in an organizational hierarchy system. Promotion may be an employee's reward for good performance, i.e., positive appraisal. Before a company promotes an employee to a particular position it ensures that the person is able to handle the added responsibilities by screening the employee with interviews and tests and giving them training or on-the-job experience. A promotion can involve advancement in terms of designation, salary and benefits, and in some organizations the type of job activities may change a great deal. The opposite of a promotion is a (Demotion & Boundless, 2015).

A promotion can involve seven in terms of designation, salary and benefits, and in some organizations the type of job activities may change a great deal. In many companies and public service organizations, more senior positions have a different title: an analyst who is promoted becomes a "principal analyst"; an economist becomes a "senior economist"; or an associate professor becomes a "full professor". The amount of salary increase associated with a promotion varies a great deal between industries and sectors, and depending on the what parts of the hierarchical ladder an employee is moving between. In some industries or sectors, there may be only a modest increase in salary for promotions; in other fields, a promotion may substantially increase an employee's salary (Pushpakumari, 2009).

The same is true with benefits and other privileges; in some industries, the promotion only changes the title and salary, and there are no additional benefits or privileges (beyond the psycho-social benefits that may accrue to the individual). In some not-for-profit organizations, the values of the organization or the tightness of funding may result in there being only modest salary increases associated with a promotion. In other industries, especially in private sector companies, a promotion to senior management may carry a number of benefits, such as stock options, a reserved parking space, a corner office with a secretary, and bonus pay for good performance. The degree to which job activities change varies between industries and sectors. In some fields, even after an employee is promoted, they continue to do similar work. For example, a policy analyst in the federal government who is promoted to the post of senior policy analyst will continue to do similar tasks such as writing briefing notes and carrying out policy research. The differences may be in the complexity of the files that the individual is assigned to or in the sensitivity of the issues that they are asked to deal with. In other fields, when an employee is promoted, their work changes substantially. For example, whereas a staff engineer in a civil engineering firm will spend their time doing engineering inspections and working with blueprints, a senior engineer may spend most of their day in meetings with senior managers and reading financial reports. In symphony orchestras, when a musician such as a violinist is promoted to the position of concertmaster, their duties change substantially. As a violin player, the individual played the music as part of the violin section. change substantially

In many Western public service bodies, when a manager wants to promote an employee, they must follow a number of steps, such as advertising the position, accepting applications from qualified candidates, screening and interviewing candidates, and then documenting why they chose a particular candidate. In academia, a similar approach is used, with the added safeguard of including several layers of committee review of the proposed promotion using committees which include members of other faculty and experts from other universities (Wikipedia, 2009).

2.12.1 Types of Promotions

a) Up or Out Promotion: In this case, an employee either earns a promotion or seeks employment elsewhere. Out promotion usually leads to termination of employee and joining some other organization in a better position.

b) Dry Promotion: In this type, promotion is given in lieu of increase in salary. For example, when a university professor is made Head of the Department, there is no increase in salary.

c) Paper promotion: Paper promotion happens on seniority of employee in government sector having different departments. Paper promotion is an employee promotion given to the employee belonging to the parent department, but indeed working in another department on transfer, on request of employee or due to exigency of work. Paper promoted employee draws salary pertaining to job in another Department, but not according to promotion's job in the parent(DepartmentHamel,2011).

The reason for giving paper promotion is, generally in government sector, employee promotion will be given in order of seniority of employees subjected to the vacancy position created. Whoever is most senior employee amongst all employees in the same cadre, out of them top senior employee will be given promotion. When a top senior is working in another Department, in such cases to fill up the vacancy position, promotion on paper will be given to such employee, because he's not occupying job in the parent department. Subsequently promotion will be given to the next top senior who is working in the parent department. The main objective of a promotion is to protect the right, seniority of an employee and reserve his/her promotion seat in the parent department when an employee reverts to his/her parent department (Hamel, 2011).

2.13 Overtime

Work performed by an employee or worker in excess of a basic workday (typically 8 hours a day, 5 days a week) as defined by company rules, job contract, statute or union (collective) agreement. Additional financial compensation for any hours worked by nonexempt staff over the amount of forty hours per week. A U.S. based business currently owes its eligible staff overtime pay at the rate of one and a half times their usual pay rate, and such extra pay for overtime is delivered at the same time as the employee's regular pay.

Overtime refers to all hours worked in excess of the normal hours, unless they are taken into account in fixing remuneration in accordance with custom Reduction of Hours and Work recommendation, (1962). The definitions used in practice differ however. First, the threshold used for identification of overtime varies depending on institutional settings. It can be made up, for

example, by the contractual working time, usual working time or statutory working time. Second, for some purposes (mainly for statistical ones), overtime does not necessarily need to be linked to compensation. Thus, many studies on overtime distinguish between paid and unpaid overtime.

2.14 Salary/Basic Pay

Pay is the kind of compensation or rewards to employees upon exercising their responsibilities as employees of a certain entity (Chepkwony, 2014). Base pay/basic pay/salary is the minimum amount that an employee receives for working for an organization (Ryan, 2013). Salary is the remuneration in the form of money received by employees as a consequence of his position as an employee to contribute energy and mind in achieving the goals of the company, or it can also be regarded as fixed payments received by a person from membership in a company (Siramiati, Surachman, Hadiwidjojo, and Rohman, 2016). In another words, salary is a form of periodic payment from an employer to an employee, which is specified in an employment contract (Sharma and Bajpai, 2011).

2.15 Wages

Wages are monetary rewards paid to workers for supplying their labour usually paid weekly based on the hours worked or results achieved (Onasanya, 2005). On another hand, wages are direct financial rewards paid to employees based on hours worked, the number of goods produced, or the number of services provided (Siramiati, Surachman, Hadiwidjojo, and Rohman, 2016)

2.16 Employee Benefits

Employee benefits consist of arrangements made by employers for their employees which enhance the latter's well-being and are provided in addition to pay, and form important parts of the total reward package (Armstrong, 2010). As part of total remuneration, they may be deferred or contingent, like a pension scheme, insurance cover or sick pay, or they may be immediate like a company car or a loan (Armstrong, 2010). Employees' benefits are elements of remuneration given to employees in addition to the various forms of cash pay (Chepkwony, 2014). Employee Benefit is an additional compensation granted under the company's policy as an effort to improve the welfare of employees such as: insurance, allowance, pension and others (Siramiati, Surachman, Hadiwidjojo, and Rohman, 2016). Therefore, employee benefits are incentives that are not directly link to the employee's salary or wages but argument his/her earnings for the purpose of enhancing employees' welfare and satisfaction with the job.

2.17 Allowances

This is defined as monetary benefit other than salary granted to an officer for a specific purpose (federal public service rule, 2006). Allowances are cash incentives, but tied to the specific action that education officials are trying to encourage, such as teaching in a double-shift school or taking that remote assignment (World Bank, 2009). In other words, allowances are monetary benefits other than salary granted to an officer for a special purpose and shall where applicable be paid along with the officer's salary (Kano State Government, 2014).

2.18 Cash Bonuses/Performance Bonus

Cash bonuses are the amount of cash determined by how high the employee has over exceeded the set targets or paid based on ranks or job groups (Njanja, Maina, Kibet, & Njagi, 2013). It is a lump sum paid to workers once or split over a number of times a year and does not form part of the basic salary (Onasanya, 2005). Cash bonuses/performance bonus payments are usually paid based on employee performance rating (de Silva, 1998).

2.19 Profit Sharing/Profit Related Pay

Profit sharing is an incentive compensation plan that results in the distribution of a predetermined percentage of the company's profits to employees (Ude & Coker, 2012). The plan is used to integrate the employee's interests with those of the company and is paid in cash or shares related to the profits of the company during a specified period of time (Ude & Coker, 2012). In other words, Profit sharing is a plan where the organization rewards its employees on the basis of reported profits for the firm (Ozutku, 2012). Profit-related pay is an organisation-wide incentive concerned with earnings accruable from a measure of organisational profitability (Ogbonna, 2017).

2.20 Gain Sharing

Gain-sharing refers to a compensation system which divides between the employer and employees the results of improved performance consequent upon the better use of human resources resulting in productivity gains (de Silva, 1998). Allen and Kilmann (as cited in Ozutku, 2012) defined gain sharing as where a portions of individual work unit gains in productivity, quality, cost effectiveness, or other performance improvements are shared with employees in the form of bonuses based on a predetermined formula. However, gain sharing mode of compensation is usually based on an agreed, pre-determined formula.

2.21 Individual based Performance/Performance-related Pay

This is the type of cash pay system where performance appraisals and pay increases are based primarily on individual/group achievements (Ozutku, 2012). Performance-related pay is a generic term for reward systems where payments are made based on the performance, either to the individual or a team of employees (Ryan, 2013). Performance-related pay is an individual-based incentive offered by an assessment of individual employees' work effort in relation to their contribution to organisational goals (Pendleton, Whitfield, & Brayson, 2009).

2.22 Motivation and Employee Performance: Review of Empirical Studies

There are several reasons why employee motivation may influence their job performance. Understanding employee motivations will enhance organizations effectively to understand individual way of getting satisfaction on the job. Some of the researches that have empirically examined relationships between motivation and employee performance have come out with mixed findings. A number of studies have observed weak to modest relationships between motivation (promotion) and employee performance in various organizations. A study of Credit Bank (Uzonna 2003), observed a positive association between employee promotions and their performance. Also, a study conducted at Federal Medical Center, (Uberende, Okere, 2015), found links between employee motivation and their retentions.

As has been shown in the above paragraph, research indicates that employee motivation has relationship with their performance. Other researches show that it is related through employee retention. According to (Cristescu et al,2013), employees could be intrinsically or extrinsically motivated; the intrinsic factors of motivation are relations between the expectations, perceptions and feelings of an individual on the one hand, and the actual content of the individual's work and behavior on the other hand. Extrinsic motivation is also based on individual-organization relationship and is meant to meet employee's expectations with regard to the organizational reactions in relation to employees' efforts, behavior and results.

However, according to a study conducted by (Grant,2008), motivation imposes employee outcomes for instance performance and productivity. He also established that motivated employees are more oriented towards autonomy and are more self-driven in contrast to less motivated employees. Further, motivated employees are highly engaged and involved in their work and jobs and are more willing to take responsibilities (Kuvaas & Dysvik, 2009). It in view of that this study would be conducted to study the impact of motivation on employee performance.

Performance of the employee is considered as what an employee does and what he doesn't do. Employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output. According to the results of the study conducted by (Yang,2008) on individual performance showed that performance of the individuals cannot be verified. Similarly, he asserts that organizations can use direct bonuses and rewards based on individual performance if employee performance is noticeable (Yang, 2008). In line with (Yang, 2008), (Bishop,1987) investigated employee performance and revealed that acknowledgment and recognition and reward of performance of employees direct the discrimination between employee productivity. Morale and productivity of employees is highly influenced by the effectiveness of performance of an organization and its reward management system (Yazıcı,2008).

Firms do much effort to satisfy customers but do not pay attention on satisfying employees. But the fact is that customer would not be satisfied until and unless employees are satisfied. Because, if employees are satisfied, they will do more work therefore ultimately customers will be satisfied Ahmad, (2012). Employee performance is actually influenced by motivation because if employees are motivated then they will do work with more effort and by which performance will ultimately improve (Azar & Shafighi, 2013). Contemporary research and observation show that well motivated employees are more productive and creative towards achieving company or organizational goals. On the other hand, less motivated employees are less performance and tend to divert from attaining organizational goals. Motivation as incentive systems are fundamental to developing capacities and to translating developed capacities into better performance Ndang,2010.

Employee motivation reflects the level of energy, commitment, and creativity that a company's workers bring to their jobs (Shahzadi, 2014). The job of a manager in the workplace is to get things done through employees. To do this the manager should be able to motivate employees. But that's easier said than done! Motivation practice and theory are difficult subjects, touching on several disciplines. In spite of enormous research, basic as well as applied, the subject of motivation is not clearly understood and more often than not poorly practiced. To understand motivation, one must understand human nature itself. And there lies the problem! Human nature can be very simple, yet very complex too. An understanding and appreciation of this is a prerequisite to effective employee motivation in the workplace and therefore effective management and leadership Nasreen,2014.

Good remuneration has been found over the years to be one of the policies the organization can adopt to increase their workers performance and thereby increase the organizations productivity. Also, with the present global economic trend, most employers of labor have realized the fact that for their organizations to compete favorably, the performance of their employees goes a long way in determining the success of the organization. On the other hand, performance of employees in any organization is vital, not only for the growth of the organization, but also for the growth of individual employees (Meyer & Peng, 2006). An organization must know who are its outstanding workers, those who need additional training and those not contributing to the efficiency and welfare of the company or organization. Also, performance on the job can be assessed at all levels of employment such as: personnel decision relating to promotion, job rotation, job enrichments (Aidis, 2005); (Meyer & Peng, 2006).

Reward management is one of the strategies used by Human Resource Managers for attracting and retaining suitable employees as well as facilitating them to improve their performance through motivation and to comply with employment legislation and regulation. As a result of these pressures, human resource managers seek to design reward structures that facilitate the organizations strategic goals and the goals of individual employees. Reward systems are very crucial for an organization (Maund, 2001). Rewards include systems, programs and practices that influence the actions of people. The purpose of reward systems is to provide a systematic way to deliver positive consequences. Fundamental purpose is to provide positive consequences for contributions to desired performance (Wilson, 2003). The only way employees will fulfil the employers dream is to share in their dream (Kotelnikov,2010). Reward systems are the mechanisms that make this happen. They can include awards and other forms of recognition, promotions, reassignments, non-monetary bonuses like vacations or a simple thank-you.

Employees are major assets of any organization. The active function they play towards a company's success cannot be underestimated. As a result, equipping these exclusive assets through effective training becomes vital in order to maximize the job performance in any organization and position them to take on the challenges of the today's competitive business climate. Although extensive research has been conducted in the area of Human Research Management, the same cannot be said on employee training especially as it concerns developing countries (Nassazi, 2013).

2.22.1 Theoretical Review of Motivation and Performance

Motivation is not a simple concept; instead motivation pertains to various drives, desires, needs, wishes and other forces. Managers motivate by providing an environment that induces organisation members to contribute. The need-want-satisfaction chain is somewhat oversimplified (Uzonna, 2013).

Maslow's theory holds that the human needs form a hierarchy ranging from the lowest –order needs (psychological needs) to the highest – order needs (the need for self-actualization). According to Herzberg's two factor theory, there are two sets of motivating factors. In one set are dissatisfies, which are related to the job content of the job. Vroom's expectancy theory of motivation suggests that people are motivated to reach a goal if they think that the goal is worthwhile and can see that their activities will help them achieve the goal (Robert & Hunt,1991). The Porter and Lawler's model has many variables. Essentially, performance is a function of ability, the perception of task required, and effort. Effort is influenced by the value of rewards and the perceived effort-reward probability. Performance accomplishment in turn, is related to rewards and satisfaction (Robbins, 1998). Equity theory refers to an individual's subjective judgement about the fairness of the reward received for inputs in comparison with the rewards of others. Reinforcement theory was developed by Skinner, who suggested that people should participate in setting their goals and should receive regular feedback with recognition and praise. According to (Robert & Hunt 1991), McClelland's theory is based on the need for power, the need for affiliation and the need for achievement. McGregor, in his book the Human side of Enterprise as quoted by (Mullins,2005), argued that the style of management adopted is a function of the manager's attitudes towards human nature and behavior at work he put forward to suppositions called Theory X and Theory Y which are based on assumption about work and people (Mullins, 2005).

2.23 Maslow's Theory of Motivation

According to (Koontz and Weihrich,1999) Maslow's theory of hierarchy of needs is the most popular theory of job satisfaction and motivation. Based on his clinical experience and the knowledge of psychology, he views human needs in the form of hierarchy from the lowest to the highest, and he asserts that when one kind of need is satisfied this kind of need ceased to be a motivator. The ascending order of Maslow's hierarchy of needs as cited by (Koontz and Weihrich,1999) are as follows:

2.23.1 Physiological Needs

These are the basic needs for sustaining human life like food, water, clothing, shelter, sleep, sex. These needs according to Maslow until are satisfied to the degree necessary to maintain life, other needs will not motivate and hence satisfy an individual

2.23.2 Security

These are needs to be free from any kind of danger: physical, emotional, economical which include fear of loss of one's job, property, food, clothing or loss of shelter. This supports the finding of (Corneliben,2006) that insecurity on the job affects job satisfaction and increases probability of job search.

2.23.3 Affiliation

This is a need to belong, to be accepted by others. Hawthorne experiment has acknowledged the importance of social relationship in improving productivity.

2.23.4 Esteem Need

Once people begin to satisfy their need for affiliation, they tend to want to be held in esteem. This kind of needs produces satisfaction like power, prestige, status and self-confidence. The higher-ranking officers are more satisfied than lower ranking officers (Abdullah, Uli & Parasuraman, 2009).

2.23.5 Need for Self-Actualization

This is the highest need in the hierarchy. It is the desire to become what one is capable of becoming, that is, to maximise one's potential.

2.24 Herzberg'S two factor Theory

Herzberg attempts to find two factor explanation of job satisfaction/motivation. In one group are the ``Dissatisfiers``. If they exist in high quantity and quality they yield no dissatisfaction and their absence will yield dissatisfaction; they include: supervision, salary, status, job security, and personal life. In the other groups are the ``satisfiers`` all related to job content; they include achievement, recognition, challenging work, advancement, and growth in the job. Their existence

will yield satisfaction or no satisfaction (not dissatisfaction). (Kim,2004) found Herzberg two factor theory to be one of the most important theories of job satisfaction. Different researches used the theory in their study of job satisfaction in educational institution (Getahun, Seble, Sims & Hummer, 2007).The theory did not go unchallenged; the theory ignores individual difference and assumes that all employees react in a similar manner in changes in hygiene and motivators (Wikipedia, 2014). Some other researchers like (Koontz, 1999) found that the so-called hygiene factors were actually potent in yielding satisfaction or dissatisfaction

2.25 Theory X and Y (Douglas McGregor)

Mcgregor identified two sets of assumptions- two theoretical constructs about the nature of people. He called one ``theory X`` and the other ``theory Y``. According to (Koont ,1999) X and Y were used because he wanted a neutral terminology without any connotation of being ``good`` or ``bad``
`Theory X Assumptions: Traditional assumptions about people are included in theory x below

1. Average human beings have an inherent dislike of work, and will avoid it if they can.
2. Because of these human characteristics of dislike of work, most people must be coerced, controlled, directed and threatened with punishment to get them to put forth adequate effort toward the achievement or organizational goal.
3. Average human beings prefer to be directed, wish to avoid responsibilities, have relatively little ambition and want security above all.

Theory-Y assumptions are: (1) physical and mental effort are natural and most people (depending on the work environment) find work to be a source of satisfaction, (2) they generally, on their own motivation, exercise self-control, self-direction, creativity, and ingenuity in pursuit of individual and collective (company) goals, (3) they either seek responsibility or learn to accept it willingly, and that (4) their full potential is not tapped in most organizations.

Theory Y also is a participative style of management which “assumes that people will exercise self-direction and self-control in the achievement of organizational objectives to the degree that they are committed to those objectives

2.26 Mclelland`S Need Theory of Motivation

According to (Shajahan and Shajahan ,2004), some people have a strong desire to succeed so they pursue personal achievement than the reward of success. Mclelland identifies three types motivating/satisfying needs. They are: need for power (n/POW), need for achievement

(n/ACH), and need for affiliation (n/AFF). These needs are of vital use to management since all must be recognized to make an organized enterprise work well. Any organized enterprise and its department are collection of people working together to achieve a goal, so the need for achievements is important (Koontz, 1999). Mclelland's needs are explained below

People with high need for power have a great concern for exercising control and influence on others (Koontz, 1999). On the other hand, need for affiliation describes the desire for being loved and to avoid the pain of being rejected by a group. Those that are strong on this prefer cooperative than competitive situation (Robbins, 2005). Finally, need for achievement is an intense desire for success and to excel and achieve beyond the standard for success and intense fear for failure.

2.27 Equity Theory

Under this theory employee weigh their job input (effort, energy, skills, abilities) against what they get out of the job (i.e. outcome) and make a comparison to the ratio of what others are getting by putting the same input. According to (Robbins 2005) if they find that input-output ratio of relevant others is equal to theirs, a state of equity is said to be achieved, therefore resulting in employees' job satisfaction hence to increase employee performance. The work of (Perry, Mesch and Paarlberg, 2006) found that rewards increase employee satisfaction only when these rewards are valued and perceived as equitable by the employees.

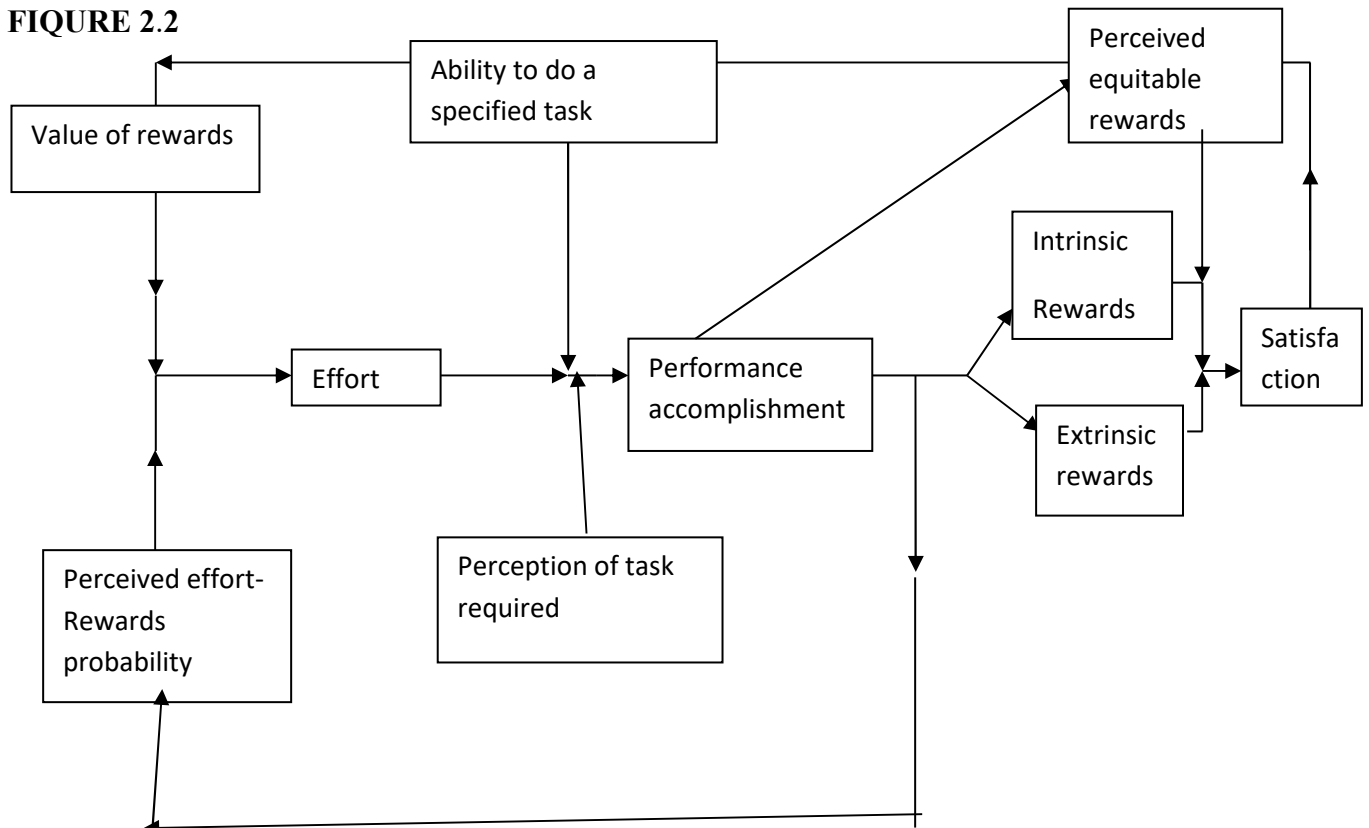
Force= valence \times expectancy, Force = the strength of a person motivation/satisfaction

Valence= strength of a person preference for an outcome, Expectancy= probability that a particular action will lead to a desired outcome

2.28 Porter and Lawler

Porter and Lawler have come up with an explanatory model for job satisfaction. They assert that 'effort' (force or strength of motivation/satisfaction) does not result directly to performance. It is rather moderated by the abilities and traits and the role perception of the employee (Saif, Nawaz, Ali & Khan, 2012). Also, satisfaction does not depend on performance rather it is determined by the probability of receiving fair result (Koontz & Weihrich 1999). The model of (Porter and Lawler 1968) can best be described using the figure below:

FIGURE 2.2



Source: The Porter and Lawler Motivation/Satisfaction model adopted from Koontz, O'Donnel and Weihrich, (1999).

If people know they can do a job or have done it, they have a better appreciation of the effort required and know better the probability of rewards (Koontz, O'donnel & Weihrich, 1999).

However, for this study, two theories will be taken into consideration to give an explanation to the question raised in the problem formulation. These theories include: Maslow's hierarchy of needs, and equity theory. Furthermore, the performance management process as a tool to measure employee performance and company performance. This research equally looked at the various reward systems which could be used by a company.

Employee Rewards, Bonus, and promotion have been in explaining the factors to consider influencing employee performance. Expectancy theory refers to a set of decision theories of work motivation and performance (Vroom, 1964); (Ferris, 2007). Perception plays a central role in expectancy theory because it emphasizes cognitive ability to anticipate likely consequences of behavior (Kinicki et al., 2003). As said by (Vroom 1964); in (Kopfi, 2008), the expectance theory

has two major assumptions. The first assumption is that individual persons have perception about the consequences that result from their behavioral actions, and the causal relationship among those outcomes. These perceptions, or beliefs, are referred to as expectancies.

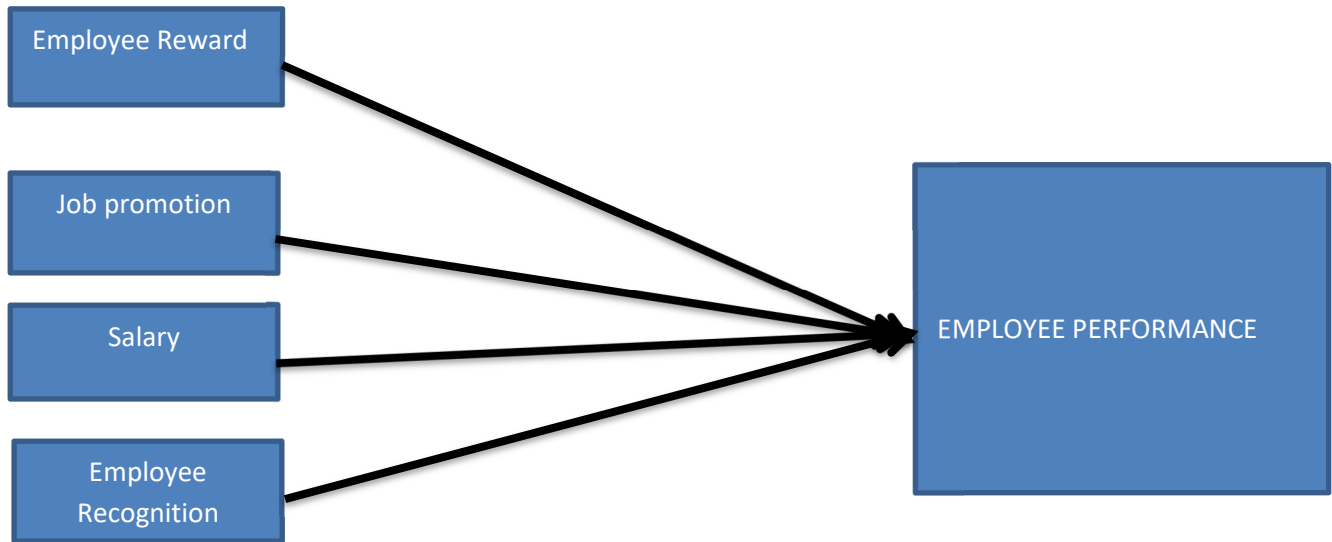
(Herzberg, Mausner, & Snyderman, 1959) argues that work environment that promises growth, achievement, responsibility, promotion, challenging work, will yield feeling of satisfaction and would lead to employee performance. The second assumption is that individual persons have effective reactions to certain outcomes. Affective reactions reflect the valence (Positive or negative value individuals place) of outcomes (Kinicki et al, 2003). According to the expectance theory, individual will be motivated to perform by two expectancies (Ferris 2007; Isaac et al., 2001). The first expectance is the probability that the effort put forth will lead to the desired performance. The second expectancy (also referred to as instrumentality) is the probability that a particular performance will lead to certain preferred outcomes. When the probability of some effort will not be rewarded, the employee will not be highly motivated to perform a certain task. External rewards are viewed as inducing motivational states that fuels behaviors, as opposed to intrinsic motivators, where behaviours are derived from internal forces such as enjoyment of the work itself because it is challenging, interesting, etc. (Isaac et al., 2001).

In Goal-setting theory, (Locke, Shaw, Sarri & Latham, 2008) defined a goal as what an individual attempt to accomplish; it is the object or aim of certain action. The basic assumption of goal-setting is that goals are immediate regulators of human action (Locke et al., 2008). Evidence from the goal-setting research indicates that specific goals leads to increased performance and that difficult goal, when individuals have accepted them, result in higher performance than easy goals (Locke 1968 in Austin & Bobko, 1985; Locke, 2004). Regarding the impact of goal-setting on intrinsic motivation, (Elliot and Harackiewicz, 1994) show some interesting evidence in their article. They explain, by means of regression analysis that the effect of performance or mastery-focused goals on intrinsic motivation depends on the degree of achievement orientation of an individual. Therefore, Goals serve as the inflection point or reference standard for satisfaction versus dissatisfaction (Mento, Locke & Klein, 2002).

One indispensable requirement in any organization is how to motivate workers towards achieving the general objectives and productivity (Tifflin, 2007). Firms uses motivation tools such as good pay, good working conditions, fringe benefits, promotion and security and bases decision and rewards on formulated organizational policies (sussan, 2007).

2.29 Conceptual Model
Motivation (DV)

Employee Performance (IV)



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter talked about research methodology and procedures to be undertaken by this study. Specifically, the chapter covers population of the study, sample size and sampling technique, measures adopted for the study, method of data collection as well as method of data analysis that is to be use for the study.

3.2 Research Design

This study adopted descriptive survey design because it involves using a self-designed questionnaire in collecting data from the respondents and also was considered to be most appropriate for the study (Easterby-Smith, Thorpe, & Lowe, 2002). This was also due to the large sample size of 141 respondents out of a population of 260. The descriptive survey has the potential to provide more accurate and meaningful picture of events, and seeks to explain people's perception and behavior on the bases of data gathered at a period. Thus, hypotheses were formulated to see whether motivation would determine employee job performance.

Furthermore, Questionnaires was distributed to each sample of the study with the help of research assistants, follow ups using physical contact/visit, telephone calls were employed to ensure timely collection of the questionnaires. As a motivation for quick response respondents was given a pen.

3.3 Population of the Study

This study would focus on all the staff of the selected telecommunication companies, MTN Nigeria, Airtel, Globacom and Etisalat operating in Kano State. Since the study attempts to see the effect of motivation on employee performance, the individual unit of analysis would cover all staff both permanent and contract. When added up, the population comprised of 260 staff from the four (4) Telecoms companies.

3.4 Sample Size and Sample Technique

The total population for this study is 260 to determine the appropriate sample size for this study, Krejcie and Morgan (1970) scientific approach in determining sample size was used (see Appendix 1). Krejcie and Morgan (1970) suggested proportionate method to be used to determine the sample size for any given population:

Table 2: Telecomm Company Name Population of Staff Sample(Proportionate)

MTN Nigeria	75	63
Glocom	10	10
Airtel	25	24
Etisalat	<u>150</u>	<u>108</u>
Total No. Of Staff	<u>260</u>	<u>205</u>

$$S = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)}$$

S= required sample size

X²= the table value of chi-square for 1 degree of freedom at the desired confidence level (3.84)

N= Population size

P= The population proportion (assumed to be 0.50 since this would provide the maximum sample size)

d= the degree of accuracy expresses as a proportion (0.50)

Already, Krejcie and Morgan (1970) developed a table for determining appropriate sample size. Using the formula above, there is no need for any calculation because the table already provided the proposed population size and appropriate sample size for it.

The sample size was 205 as there was no exact sample. According to Borg & Gall, (2004) the larger the sample the more accurate the result. The sample size will be proportionately selected from the above-mentioned telecom firms. The sample for the study will include employees that spent a minimum of 2 years in the firm whom must have started undergoing key performance indicator (KPI) process. In the light of this, the sample size of the study can fairly represent the target population.

Convenience sampling was used to select the sample of 205 employees from four telecom firms, namely: MTN Nigeria, Etisalat. Globacom, and Airtel, Questionnaire was used to obtain data regarding motivation methods in relation to employee performance in their respective telecom firms. Equally important, the employees were chosen among all the staff both lower level, middle

level and senior management staff. The content of the questionnaire will be the same for all employees.

3.5 Data Collection Technique

Data for this research was collected from staff of four telecom firms in Kano state. The employee motivation questionnaire was designed to assess employee performance in the workplace and used for data analysis in this study. The employee job performance questionnaire included the motivational tools, rewards, employee promotion, salary, and employee recognition. In addition, demographic information regarding employee gender, age, and job level was also collected. The researcher requested an introductory letter from the department of business administration and entrepreneurship to prospective respondents for easy and timely data collection.

3.6 Method of Data Analysis

This study employed the statistical computation to explain the relationship between variables under investigation. The statistical package for social science (SPSS) version 20 was used for the data analysis between the variables for the study. Therefore, upon the completion of data collection, combinations of both descriptive and inferential statistics were employed to analyze and interpret the data. Dependent and independent variables was analyzed using the multiple linear regressions. Response rate and demographic variables was analyzed using the descriptive statistics. Different statistical tools were used to address, to assess and interpret data. Multiple regressions were used to analyze the relationship in the research framework. Specifically, linear regression analysis was employed to test the impact of motivation on employee performance of telecoms industries in Kano State. On the other hand, the descriptive statistic which includes mean, standard deviation frequencies and percentage was used to describe the response rate and the mean characteristic of the sample.

3.6.1 Multiple regression

The model is: $Y_i = \beta_0 + \beta_1 (x_1)_i + \beta_2 (x_2)_i + \beta_3 (x_3)_i + \dots + \beta_K (x_K)_i + \epsilon_i$

The variable Y is designated as the “dependent variable, while X_i is the predictor. The predictors are called “independent variables” (Simon, 2003). Also (Muda et al, 2014).

3.6.2 Model of the Study

The research used motivation as dependent variable and employee performance as independent variables. As stated in conceptual model above, the study employed linear regression model to assess the level of the impact of independent variable motivation has on the dependent variable employee performance the model is specified below:

$$Y_i = a + \beta_1 X_1 + \dots + \beta_n X_n + e_i$$

Y_i indicate the dependent variable and X_i denote the number of the independent variables

Where:

Y_i = Employee performance (EP)

X_1 = Employee Reward (ER)

X_2 = Employee job promotion (EJP)

X_3 = Salary (S)

X_4 = Employee Recognition (ER)

a = Constant value

β_i = the co-efficient of variable

e_i = error term

Therefore, the regression equation for the study would be:

$$EP = a + \beta_1 ER + \beta_2 EJP + \beta_3 S + \beta_4 ER + e_i$$

3.7 Measurement of Variables

The dependent and independent variable of the study are to be measured as follows

3.7.1 Motivation

Motivation can therefore be thought of as the degree to which an individual wants and chooses to engage in certain behaviors. For this study, to measure employee motivation (Work motivation, reward, salary and recognition), Cronbach alphas of 0.7 or more would be considered significant. A five point likert scale ranging from: 1 “Strongly Agree”, 2 “Agree”, 3 “Uncertain”, 4 “Disagree”, 5 “Strongly Disagree” was used to measure motivation variables responses. Example of items concerning motivation, (1) “My company provides fair promotion opportunities”, and “My boss recognizes the extra effort I put at work, respectively.

3.7.2 Employee Performance

To measure EP, Employee performance as the dependent variable was measured as a one-dimensional variable. Six items were adopted from the work of Rehman (2009). The alpha coefficient for employee performance was put at 0.77.

The questionnaire was checked for accuracy and completeness using the Cronbach's α (alpha) test. George and Mallery, (2003) provide the following rules of thumb: “ $\geq .9$ – Excellent, $\geq .8$ – Good, $\geq .7$ – Acceptable, $\geq .6$ – Questionable, $\geq .5$ – Poor, and $\leq .4$ – Unacceptable” since Likert scale measures are fundamentally at the ordinal level of measurement because responses indicate a ranking only.

Employee performance (EP) Wade M. (2006) would be measured on a 5 Likert Scale ranging from 1= never to 5= always.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

Chapter four presents data analysis and interpretation of results from the study. It covers the inferential analysis and multiple regression analysis of the data. The chapter also discusses the findings of the study under which the research questions were answered and hypotheses formulated were tested.

4.2 Reliability of the Research Instrument

The instrument for data collection must be capable and reliable enough to generate the necessary data for the study. Therefore, the researcher tested the instrument using the internal consistency test to measure the degree to which items that made up the instrument were measuring the same underlying attribute. (Hulland ,1999) considered Cronbach's alpha of 0.50 and higher suitable for measuring reliability of the instrument. For the purpose of this research, a threshold of 0.50 as suggested by (Hulland ,1999) would be adopted. Table 4.1 present summary of the reliability test for the instruments used in the study.

Table 4.1 Summary of Reliability Analysis of Variables

Variables	No. of items	No. of items deleted	Cronbach's alpha
Dependent Variable:			
Employee performance	7	0	0.936
Independent Variables:			
Job promotion	13	0	0.774
Reward	4	0	0.780
Recognition	5	0	0.857
Salary	3	0	0.853

Source: Field Survey, (2017)

Table 4.1 above shows that the Cronbach's alpha for employee performance with seven items has a reliability of 0.936, Also, the Cronbach's alpha for work motivation is 0.774 which indicates that 77% of the items were good measures of the construct. Similarly, the Cronbach's alpha for reward

as shown in the table 4.1 is 0.78. This shows that 78% of the items measured the construct. Also, the Cronbach's alpha for employee recognition is 0.857 as shown in the table (see appendix 1). This shows that 85.7% of the items measured the construct. And lastly, salary has a Cronbach's alpha of 83.53% which implies that 83.5% of the items in the scale measured the construct (see appendix 1). From the analysis, the coefficients for all the variables fall within the thresholds adopted by the researcher as suggested by (Hulland ,1999).

Table 4. 2 Correlations

		EMPLOYEEPERF	WORKMOT	REWARD	SALARY	RECOGNITION
EMPLOYEEPERF	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	141				
WORKMOT	Pearson Correlation	.138	1			
	Sig. (2-tailed)	.102				
	N	141	141			
REWARD	Pearson Correlation	.222**	.226**	1		
	Sig. (2-tailed)	.008	.007			
	N	141	141	141		
SALARY	Pearson Correlation	.319**	.057	.633**	1	
	Sig. (2-tailed)	.000	.504	.000		
	N	141	141	141	141	
RECOGNITION	Pearson Correlation	.687**	.129	.222**	.419**	1
	Sig. (2-tailed)	.000	.127	.008	.000	
	N	141	141	141	141	141

** . Correlation is significant at the 0.01 level (2-tailed).

4.3 Correlation

Table 4.2 shows the correlation among the research variables. As can be observed from the table, none of the correlation among the research variables is up to 0.90, this means that there is no problem of multi collinearity. However, the relationship between the variables for the study was investigated using Pearson Correlation Coefficient. The results in Table 4.2 show the correlation coefficient for work motivation was positive ($r = 0.138$, $p > 0.01$). Next, was reward, the correlation coefficient was positive and significant at 0.01 level ($r = 0.222$, $p < 0.01$). Similarly, the relationship between salary and employee job performance was also positive and significant at 0.01 level ($r = .319$, $p < .01$). Also, the relationship between employee recognition and employee job performance was also positive and significant at 0.01 level ($r = .687$, $p < .01$). Therefore, from the

above analysis Table 4.2, none of the variable falls above 0.8. As suggested by Allison (1999) and Cooper and Schindler (2003), that correlation of 0.8 or higher is problematic because it shows perfect correlation. This shows that, the study indicated positive relationship among all the variables in the study.

4.4 Multiple Regression Analysis

As stated in chapter three, multiple regression was used for data analysis, below is the analysis alongside five major assumptions about multiple regression. The assumptions are normality, multicollinearity, linearity, homoscedasticity and independence of the residuals. All the assumptions are examined and met below,

4.4.1 Normality Assumption

The normality assumption is reflected in the histogram and the P-P plot (see appendix d), it means the histogram should appear normal. Q-plots, and P-plots are a more exacting method to spot deviations from normality, and are relatively easy to interpret as departures from a straight line (Keith, 2006). That is, the data are normally distributed, the plotted points should follow the straight line. Non-normally distributed variables can distort relationships and significance tests (Osborne & Waters, 2002). A fitted normal distribution plot indicates that, the assumption of normality has been met.

4.4.2 Linearity

Linearity assumption is the most important among all the assumptions of multiple regression as it directly relates to the bias of the results of the entire analysis. Linearity defines the dependent variable as a linear function of the predictor (independent) variables (Darlington, 1968). Multiple regression can accurately estimate the relationship between dependent and independent variables when the relationship is linear in nature (Osborne & Waters, 2002). It is important to examine the issue of linearity as it is common in social science research to find a non-linearity relationship. If linearity is violated all the estimates of the regression including regression coefficients, standard errors, and tests of statistical significance may be biased (Keith, 2006). If the relationship between the dependent and independent variables is not linear, the results of the regression analysis will under-or over-estimate the true relationship and increase the risk of Type I and Type II errors

(Osborne & Waters, 2002). The analysis on the pp plot fits on the straight line and therefore met the assumption of linearity, as the residuals did not show any non-linear pattern.

4.4.3 Homoscedasticity

Homoscedasticity is normally assessed by visual inspection of the scatter plot of the regression residual. The basic assumption of homoscedasticity is that the variance of the dependent variable is approximately the same at the different level of the independent variable (Hair et al, 2010). In other word, the error term in a regression model has a constant variance. According to (Berry & Fieldman,1985) Homoscedasticity appears to be indicated when the width of the band of the residual is approximately the same at the dissimilar of the dependent variables and the scatter plot shows a pattern of residuals normally disseminated around the mean. Hence, upon checking for homoscedasticity in SPSS, it was found that for all the independent variables the assumption was not violated.

4.4.4 Multicollinearity.

This has to do with the degree of high correlation among independent variables. According to (Hair et al.,2010), collinearity exist when the ability of an additional independent is related not only to its correlations to the independent variable already in the regression equation. The correlation matrix for the study shows no sign of multicollinearity problem among all the independent variables as non-among the independent variables have a correlation coefficient of 0.8 as suggested by (cooper and schindler ,2003) that correlation of 0.8 or higher is problematic because it shows a perfect correlation. In addition to the above, (Hair et al,2010) stated that variance inflation factor (VIF) and tolerance statistics are two important statistical tools that can be used to check for multicollinearity. According to them any VIF that exceeds 10 and a tolerance value that is lower than .10 are indications of a problem of multicollinearity. Thus, the results of this study shows a VIF that is less than 10 and tolerance value is more than 0.10 (Table 4.5 page 72).

4.4.5 Independence of Error Term

The assumption of independence of error term implies that the sample are independent from one another. Durbin -Watson value is used to test the independent of error terms (norusis, 2000). The general rule of thumb is, if the Durbin -Watson value is between 1.5 and 2.5, the assumption of independence of error term is not violated. Going by this study, Durbin -Watson value of 1.534 the assumption is fulfilled. Hence, independence of error term is not violated.

Table: 4.3 Model Summary

Model Summary										
					Change Statistics					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.691 ^a	.478	.463	3.46777	.478	31.129	4	136	.000	1.661

a. Predictors: (Constant), RECOGNITION, WORKMOT, REWARD, SALARY

b. Dependent Variable: EMPLOYEEPERF

Table 4.3 shows the coefficient for the study which is $R^2 = 0.478$. This indicate that 47.8% of the variability in employee performance (dependent variable) has been significantly explained by the independent variables (work motivation, salary, recognition, reward) under study. It means that the independent variables can predict the dependent variable effectiveness.

Table 4.4 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1497.365	4	374.341	31.129	.000 ^b
	Residual	1635.457	136	12.025		
	Total	3132.823	140			

a. Dependent Variable: EMPLOYEEPERF

b. Predictors: (Constant), RECOGNITION, WORKMOT, REWARD, SALARY

Table 4.4 above is the ANOVA table which indicates that the model as a whole is significant, considering the sig. F change value ($F(2, 75) = 6.002, p < 0.0005$). The level of significance is 0.000 which implies that the analysis of variance for the study has fallen within the acceptable standards. It shows that the model is good and fit for the study.

Table 4.5
Hypotheses Testing
Coefficient

Model		Unstandardized		Standardized		t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta				Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.357	1.534			1.537	.127					
	WORKMOT	.031	.055	.036		.561	.576	.138	.048	.035	.919	1.088
	REWARD	.125	.147	.070		.849	.398	.222	.073	.053	.558	1.791
	SALARY	-.017	.190	-.008		-.088	.930	.319	-.008	-.005	.506	1.978
	RECOGNITION	.859	.089	.670		9.706	.000	.687	.640	.601	.807	1.240

a. Dependent Variable: EMPLOYEEPERF

Table 4.5 above shows the contribution of each independent variable (work motivation, reward, salary and recognition) in predicting the dependent variable (employee job performance). The table 4.5 shows that work motivation is not statistically significant with p value = 0.031. The contribution of work motivation is .36 (Beta = 0.36), reward was found to be significant with p value = 0.125. This implies that reward contributed to .070 Beta = .070) in explaining variation in the employee job performance, and this shows that reward significantly affect performance of telecomm firms operating in Kano metropolis. Also, salary was also found to be statistically significant with p value = -0.017, and the contribution of salary is .088(Beta = 0.088). Lastly employee recognition was also found to be statistically significance with p value = 0.0859, and the contribution of partnership is -.670 (Beta = 0.670). Similarly, using the above coefficient table 4.5 Hypothesis I, which states that there is no significant relationship between work motivation and employee job performance of telecomm firms was supported by the statistical analysis at p value = 0.31 and Beta coefficient = 0.36 which implies that work motivation is not statistically significant to employee performance. The null hypothesis is therefore accepted.

Hypothesis II, which states that, there is no significant relationship between reward and employee performance of telcomm firms operating within Kano metropolis, was rejected by the statistical analysis with p value = 0.128 and β = 0.070, this means that reward was statistically significant to performance on performance of employee in telecomm firms operating within Kano metropolis, that is the variable is significant in predicting employee performance.

Hypothesis III, which states that there is no significant relationship between salary and employee performance. This hypothesis is also rejected by the analysis with p value = -0.17 and β = 0.008.

It shows that salary has significant effect on employee performance of telecomm firms operating in kano metropolis.

Hypothesis IV, which states that there is no significant relationship between recognition and employee job performance of telecomm firms operating within Kano metropolis. This was also rejected by the analysis with p value = 0.859 and $\beta = 0.670$. It shows that recognition has significant effect on employee job performance of telecomm firms operating within Kano metropolis.

4.6 Discussion of Findings

The above analysis in Table 4.5 shows relationship among variables for the study, that is dependent (employee job performance) and independent variables (work motivation, reward, salary and employee recognition) Multiple Regression analysis with the aid of SPSS statistical package version 20. All the preliminary investigations were conducted to ensure the suitability and reliability of the instrument for the study. Equally important, all the assumptions underlying the application of multiple regression were met and achieved. The investigation reveals a significant relationship among the two variables.

This discussion focuses on the findings of the study with reference to the research objectives in chapter one. The research objectives were.

Research objectives one was also in line with the research hypothesis 1; which states that there is no significant relationship between work motivation and employee job performance of telecomm firms operating within Kano metropolis. The multiple linear regression conducted to test these hypothesis, indicated that the four predicting variables were able to explain 24.2 of the model ($R^2 = 0.478$). The multiple linear regression shows that among the four predicting variables, work motivation did not predict employee job performance of telecomm firms operating within Kano metropolis as seen in the following values ($\beta = 0.36$, $t = 0.561$, $p = 0.31$). Therefore, hypothesis 1 is accepted base on the null hypothesis of which the result shows that there is no significant relationship between work motivation and employee job performance of telecomm firms operating within Kano metropolis base on the statistical values mentioned in Table 4.5. However, this is not in line with the findings of Kheni and Ackon (2015) who study the relationship between motivation and firm performance in Ghana telecomm firms, and Vijande et al (2007). This means that the respondents' companies give less attention in providing policies for promotion, employee

satisfaction; establish fringe benefits. The organization do not give adequate attention in communicating quality policies to the employees regarding their benefit or contract.

Research objective (two) was also in line with the research hypothesis 2; which states that there is no significant relationship between work motivation and employee performance of telecomm firms operating within Kano metropolis. The result from the multiple regression analysis has rejected the null hypothesis. This is indicated by the statistical coefficient correlation of (1.000) and P – value of .002, both indicating that there is significant relationship between work motivation and employee performance of telecomm firms operating within Kano metropolis. This further indicates that strategic planning lead to improve employee job performance. Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration". These items suggest employee performance within telecomm firms in Kano metropolis.

The findings of this study are in line with the work of Gonzalez et al (2007) who study 3 Spanish firms with the aim of finding out the relation between motivation and firm performance in Spain and found that there is positive and significant relationship between work motivation and firm performance.

Research objective (three) was also in line with the research hypothesis 3; which states that there is no significant relationship between reward and employee job performance of telecomm firms operating within Kano metropolis, this hypothesis was tested and rejected. The finding shows there is significant relationship between reward and employee job performance with a P value .0125 and beta .70 (β .070) which indicates that there is significant positive relationship between reward and employee performance of telecomm firms operating within Kano metropolis. This means reward leads to employee performance of telecomm firms. And however, it implies that the respondents' companies effectively use reward flowchart, inspection and test plans including checklist for activities that directly affect quality and performance, for a rewards program to be successful, the specifics need to be clearly spelled out for every employee. Motivation depends on the individual's ability to understand what is being asked of her. Once this has been done, reinforce the original communication with regular meetings or memos promoting the program. Keep your communications simple but frequent to ensure staff members are kept abreast of changes to the system. The present study tallies well with the findings of Calvo-Mora, Leal and Roldán (2005) on

relationships between effect of motivation and employee performance, a study in Spanish Universities, the study found, was a good predictor of employee performance.

Research objective (four) was also in line with the research hypothesis 4; which states that there is no significant relationship between recognition and employee job performance of telecomm firms operating within Kano metropolis. Similarly, this hypothesis was tested and rejected. The findings show a P value of (0.859), and beta of 0.670 ($\beta = 0.670$) which indicate that there is significant but positive relationship between employee recognition and employee job performance. This means the more employee get recognition the better for employee job performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

All the assumption of multiple regression analysis conducted were found to be satisfactory and none of the condition was violated. Construct reliability was conducted for the variable and Cronbach alpha values were found to be good. More importantly, multiple regression analysis of the construct was conducted, and it was found that recognition, and salary have significant relationship with employee performance, whereas on the other hand, there is no significant relationship between employee job promotion, reward and employee performance.

5.2 Conclusion

The study hereby concluded that employee recognition, and salary have a strong significant effect on the performance of telcomm employee operating within Kano metropolis, while job promotion and reward had very weak contribution in predicting variations in performance of employee.

Similarly, this will have great impact on the total productivity, sales, profit, progress and market position of the company in the market environment. Various factors like skills, training, motivation, dedication, welfare, management policies, fringe benefits, salary and packages, promotion, communication etc. are responsible to encourage the people to work sincerely and give their best output hence to increase performance. The importance of employees' performance must be understood by the management and sincere efforts must be put in that direction. The management of the company taking timely steps in that direction will be in position to develop and motivate the people to perform well in their respective job. Finally, the company may take the lead the market and grab the opportunities available in the market if they motivate their workers well by focusing on the areas highlighted, increase salary to compete with the other multinational companies, even though only two dimensions (Employee recognition, and salary) Among the four dimensions have a positive and significant effect on employee performance of telecomm firms operating within Kano metropolis, however, it is hoped that this study has contributed to the body of knowledge by providing empirical evidence on the observed gaps, and promote further research on the topic effect of motivation on employee job performance. Also by implication employee recognition, and

increase in salary plays a vital role in improving the employee performance of the telecomm firms operating within Kano metropolis.

5.3 Recommendations

In the light of the above conclusions, the following recommendations were offered:

The study revealed that among the four dimensions of total motivation, (employee recognition and salary) have significant effect on employee job performance (dependent variable). Therefore, having discussed the various findings associated with the current study, this section presents recommendation as follows.

- i. Employee job promotion as not significant in predicting the variation on employee job performance therefore, top executive should strive to pay more attention to their subordinates' job promotion from say contract to permanent, and try to provide avenue to promote those that are due for promotion.
- ii. Since it has been established from the study that employee recognition improves employee job performance in the telecomm firms, the telecomm operators should strive to apply on their individual employees, they should try to recognize extraordinary achievement as this will automatically enhance effective quality service delivery, and thereby increasing performance. There are some compelling reasons to focus some attention on employee recognition, employee who feel appreciated would express some habit like, often and go beyond what is expected, are more productive and motivated, are more like to stay with the organisation.
- iii. Salary was found to be significant in predicting the variation on employee job performance therefore, the firms(telecoms) should manage and improve on employee salary to generate increasing value for customers and other stakeholders, and improve Individual job performance as well.
- iv. Employee reward systems refer to programs set up by a company to reward performance and motivate employees on individual and/or group levels. They are normally considered separate from salary but may be monetary in nature or otherwise have a cost to the company. Rewards was also found to be significant but negative in this study, therefore, the top executives should plan and increase on the reward system both (intrinsic and extrinsic) of the firm, in order to support strategy and policies and the effective operation of the firm growth.

5.4 Suggestion for Further Studies

Looking at the empirical results of this study, employee job promotion and reward contributed very little in predicting employee job performance. This dimension can be used as independent variable with additional variables to test employee performance and its effectiveness. Example, Effects of job promotion and rewards to determine employee performance in public service.

There is need to conduct similar study using other dimension such as employee fringe benefits, personal achievement, sense of pleasure and accomplishments etc, employing similar or different scales of measuring variables/ construct, and technique for data analysis, the reason why the study left those dimensions was that they are allowed for further studies. More so, the study has only selected the telecomm firms for the analysis while this can be implemented in other nonprofit organization of the economy especially the non-government organizations sector. Similarly, the study was based on 141 responses only. The sample of the study can be varied and can be checked with a larger sample.

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