

Perceived Effect of Motivation on Employees' Performance (A Study of Selected Private Secondary Schools in Ilorin Metropolis)

Abdul, Falilat Ajoke PhD

Department of Business Administration,
University of Ilorin,
Kwara State, Nigeria

Ajirowo, Wasu Olumuyiwa

Department of Business and Entrepreneurship,
Kwara State University, Malete,
Kwara State, Nigeria

Bamidele, Ayodeji Gbenga

PhD Candidate Department of Business and Entrepreneurship,
Kwara State University, Malete,
Kwara State, Nigeria

ABSTRACT

The study sought to examine the effect of employee motivation on employee performance in the educational sector. Data for the study was obtained from staff of six sampled private secondary schools in Ilorin, Kwara State. A sample size of 210 respondents was used for the study. The survey research design was adopted for the study and it obtained its data from both primary and secondary sources with the use of questionnaire and already existing data to elucidate information from the respondents. Standard Multiple Regression Analysis was employed in analyzing data collected with the aid of Statistical Package for Social Sciences (SPSS) version 20. The study revealed that recognition more than salaries and wages administration, workplace environment and promotion affects employees' satisfaction. The findings further revealed a moderate, significance relationship between recognition and employees' commitment and show no effect of salaries and wages administration, workplace environment and promotion on employees' commitment. The study then concludes that recognition plays a vital role in motivating employee and increasing general performance of an employee. Finally, the study recommends among others that organisations should make use of external rewards like promotions, recognition and praise compliments and also, involves the creation of conducive workplace environment so as to assist in improving the efficiency and performance of employees, hence, improving the overall performance of the organization.

Keywords: Motivation, Employee, Performance, Workplace Environment and Job Satisfaction,

Aims Research Journal Reference Format:

Abdul, F.A., Ajirowo, O. & Bamidele, A.G. (2018): Perceived Effect of Motivation on Employees' Performance (A Study of Selected Private Secondary Schools in Ilorin Metropolis). *Advances in Multidisciplinary & Scientific Research Journal*. Vol. 4. No.4. Pp 33-42.

1. INTRODUCTION

To get consent progress and to be successful is what every organization and business wants. The current era is highly competitive and organizations regardless of size, technology and market focus are facing employee retention challenges (Maduka & Okafor, 2014). In order to overcome these restraints, a strong and positive relationship and bonding should be created and maintained between employees and their organizations human resource. For increasing the performance of the organizations as well as achieving prosperity, organizations design different strategies to compete with the competitors. A very few organization believe that the human personnel and employees of any organization have its main assets to which can lead them to success or if not focused well to decline. Unless and until, the employees of any organization are satisfied with it, are motivated for the tasks fulfillment and goals achievements and encouraged, none of the organization can progress or achieve success (Maduka & Okafor, 2014). Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organization (Shadier, 2009). A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore in that direction, (Rutherford, 1990) reported that motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees.

Employee motivation in every organization is very important as every concern requires physical, financial and human resources to accomplish the goals. Human resources can be utilized through motivation by making full use of it. This can be done by building willingness in employees to work. This will help the enterprise in securing best possible utilization of resources. It results into increase in productivity, reducing cost of operations, and improving overall efficiency (Shahzadi, Javed, Pirzada, Nasreen, & Khanam, 2014). Bateman and Snell (1996) argued that motivation is the power that invigorates, and directs the work of a person towards the accomplishment of an objective. As a result, motivation is one of the most important issues and an effective factor on job performance and a necessity for leading the employees towards major objectives. Dessler (2003); Mensah and Tawiah (2016) posits that without increased motivation and morale of the employees, the organisation risks losing valuable employees and will be at a disadvantage in attracting potential top talents.

As posited by Bhattacharyya (2007), motivation of employees in the work place still remains one of the sensitive subjects that determine the level of input that employees will put in the organization to commit to good performance. This means that motivation either intrinsic or extrinsic contribute to employee satisfaction and thus enhances performance. In spite of this, the general problems mostly inherent in organizations and institutions (Ibrahim & Brobbey, 2015) are low salaries and wages, irregular promotional structures, lack of recognition of workers achievements and other poor conditions of service. However, it is still uncertain if the motivational factors used in organisations have the capability to complement performance in terms of employee satisfaction, and to motivate employees to exert more effort (commitment) at their jobs.

1.1 Research Questions

For the purpose of this study, the following questions were formulated:

- i. To what level does motivation affects the employees' satisfaction?
- ii. To what extent does motivation affects employees' commitment?

1.2 Objectives of the Study

The aim of this study is to verify the effect of motivation on employee performance. Hence, the following specific objectives are to:

- i. Determine the effect of motivation on employees' satisfaction, and
- ii. Examine the effect of motivation on employees' commitment.

1.3 Research Hypotheses

In line with the objectives of this study and to answer the various research questions, the following multiple hypotheses which are indicated in their null are postulated between motivation and employee performance.

Hypothesis One

Ho_{1a}: salaries and wages administration do not significantly affect employees' satisfaction.

Ho_{1b}: Workplace environment does not significantly affect employees' satisfaction

Ho_{1c}: recognition does not significantly affect employees' satisfaction

Ho_{1d}: promotion does not significantly affect employees' satisfaction

Hypothesis Two

Ho_{2a}: Salaries and wages administration has no significant effect on employees' commitment

Ho_{2b}: Workplace environment has no significant effect on employees' commitment

Ho_{2c}: recognition has no significant effect on employees' commitment

Ho_{2d}: Promotion has no significant effect on employees' commitment

1.4 Scope of the Study

The study was carried out by focusing on selected private secondary schools (Faith Academy, Reputable International College, Sapati International School, ST. Charles College, Modelak College, and Baptist Model High School) in Ilorin Metropolis, Kwara State. Consequently, this study pays special attention to level of salaries and wages administration, promotion, recognition, and workplace environment of motivation in the selected private secondary schools. The targeted respondents are the employees of Faith Academy, Reputable International College, Sapati International School, ST. Charles College, Modelak College, and Baptist Model High School by seeking to know their view on the subject matter and how it affects their commitment and satisfaction.

1.5 Significance of the Study

The significance of this study cannot be over beaten as results and conclusions drawn from the study will serve as a problem solver to proprietors of the selected secondary schools and players in the consulting world. Additionally, this will assist in aligning with what affects motivation and how it affects the satisfaction of an employee, the perceived commitment by employees to exert more effort at their work places. Lastly, this study will stand as a point of reference to assessing relevant literatures and empirical data for future studies by academia, consultants and researchers in the field of management.

2. LITERATURE REVIEW

2.1 Concept of Motivation

There have been various definitions of motivation across different disciplines in the academia ranging from the fields of management, psychology to allied sciences. According to Kreitner and Kinicki (1998); Ramlall (2004); Mensah and Tawiah (2016), motivation is derived from the Latin word "movere" which means to move. Butkus and Green (1999); Mensah and Tawiah (2016) also stated that motivation is derived from the word "motivate" which also means to move, push or persuade to act to satisfy a need. In plain words Page (2008) defined motivation as the process that accounts for an individual's intensity, direction and persistence of effort toward attaining a goal. In the same vein Cole (1996), motivation is essentially about what drives a person to work in a particular way and with a given amount of effort. Motivation is a general term applied to the entire class of drives, desires, needs, wishes and similar forces, thus, motivation is inspiring people to work; individually or in groups in such a way as to produce best results (Shah & Shah, 2010). Shah and Shah (2010) further noted that to say that managers motivate their subordinates is to say that they do those things which they hope will satisfy these drives and desires and induce the subordinates to act in a desired manner.

2.2 Salaries and Wages Administration

According to Nwachukwu (2000) and Ogunbameru (2004), salary and wage administration refers to the development, implementation and on-going maintenance of a base pay system. The central objective or purpose of wage and salary administration (Atchison, 2003) is to provide pay that is both competitive and equitable. Organisations while fixing salaries, must consider factors such as cost of living, company ability to pay, etc (Chukwudi, Odogwu, & Adedehinbo, 2012). An important component of a successful organisations' salary and wage administration policy is monitoring and evaluating all employee's compensation to ensure that they are being paid appropriately, both with respect to others in the same organisation and to the marketplace as a whole.

2.3 Promotion

In the human resources literature, it is widely recognized that in both private and public organisation, (Stella, 2008) promotion of the worker's motivation leads to a higher quality of human resources and results in optimum performance. The system of promotions regarding employee motivation is an important tool that management should consider to direct and channel the employee's motivation on their desired scheme. The purpose of promotions is to provide a systematic approach for delivering positive consequences and attracts people to join the organisation and ultimately be motivated to deliver higher level of performance (Pratheepkanth, 2011).

2.4 Recognition

The recognition is a process of giving an employee a certain status within an organization. This is a very crucial factor towards an employee motivation. Recognition describes how the work of an employee is evaluated and how much the appreciation he receives in return from the organization. It also specifies the way an organization gives its employee the reward and status for his work and activities (Malik, Danish & Usman, 2010). Ibrar and Khan (2015) said the program of recognition for keeping employees passionate and maintain high self-esteem is construed as the most contingent factor. Managers and superiors have the ability to make an influence on motivation of employees through acknowledgement and recognition of employee's efforts and accomplishment. Employee recognition is a very important aspect of keeping them.

2.5 Work Place Environment

Workplace environment is a concept, which has been operationalized by analyzing the extent to which employees perceive the immediate surroundings" as fulfilling their intrinsic, extrinsic and social needs and their reason of staying with the organization (Haynes, 2008). He further adds that environment is a key determinant of the quality of their work and their level of performance. Heath (2006) states, the biggest goal of all the business organization are to increase their performance, thus making high profits. The benefits of creating and maintaining a positive working environment are huge. Greater productivity, happier people, employee stability, business advantage, higher profits, greater security, and better health (Shrestha, 2007). Improving working environment results in decrease in the number of error rates, complaints, absenteeism and hence increases performance.

Govindarajulu (2004) also highlighted that in twenty-first century, businesses are moving towards more strategic approach of environmental management to enhance their performance through improving and managing performance level of employees. The modern physical environment is distinguished by technology, computers, machines, general furniture and furnishings which continually affect the brain and health of employees (Stoessel, 2001). Organisations must ensure that the physical layout is covering all need of employees such as communication and privacy, formality and informality, functionality and cross-disciplinarily (White, 2001).

2.6 Employees' Performance

According to the work of Landy (1985) and various other study works on performance of employees indicated the fact that individuals who are satisfied with their work will have greater work performance, and thus greater job discharge than those who are not satisfied with their works. It further stated that workers are more likely to turnover if they are not happy and less motivated to display better performance. The performance of highly satisfied and happy workers is higher so the organization easily achieved its desire goals and objective through this higher employee's participation. In the field of human resource, individual performance is everything about the performance of workers in a company or an organization or a firm. For the organization or company workers performance is very essential to make every single struggle to support slight performers. But if the firm cannot motivate their workers successfully, so it's very difficult for a company to exit in the competitive environment of business (Ahmad, Wasay, & Malik, 2012).

2.7 Job Satisfaction

Job satisfaction is the emotive happiness that outcomes from the evaluation of one's work as attaining or simplifying the accomplishments of one's job importance (Locke, 1969; Ali, Bin, Piang, & Ali, 2016). The observed work happiness produces progressive sentiment amongst individuals which in casual signify optimistic emotive reply in the direction of want for authority. According to Steijn (2002), job satisfaction is an enjoyable sensitivity that outcome from the insight that one's job permits or achieve of one's personal work standards. People want to accomplish their quantifiable capital through the work completed intentionally or unintentionally. Job satisfaction is the amount to which employees think significantly about their work (Pool, 1997; Ali, Bin, Piang, & Ali, 2016). Meyer, Stanley, Herscovitch and Topolnytsky (2002) explained that job satisfaction is an approach originated from worker sensitivities of their works or job environment and mentions to the degree to which an individual enjoys his or her work. It is an attitude very delicate to the features of the setting in which its learning.

2.8 Job Commitment

The affiliation of employees within the organization is regarded as commitment of organization. In general, the commitment to the organization can be extracted in three dimensions: the continuous commitment; the normative commitment, and; the affective commitment (Allen & Meyer, 1996; Karrasch, 2003; Turner & Chelladurai, 2005; Greenberg, 2005; Boehman, 2006; Canipe, 2006; Bao & Nizam, 2015). According to Meyer and Allen (1997); Bao and Nizam (2015) these three types are demonstrated by dissimilar people at different levels of management in the organisation and these are totally independent. Porter (1974) explained that commitment towards organization is considered to be the extent in which employees admit and accept the aims, values and morals of organization and are keen to continue and remain in the organization. If granted by the organization it will increase level of motivation towards the organization and employee therefore will comply and obey organizational requirement. The higher the commitment the higher the motivation at personnel level and the same will reflect in work place (Ahmad, Iqbal, Javed & Hamad, 2014).

2.9 Theoretical Framework

This study adopted the theory of Herzberg Two-Factor as it is widely and generally accepted for this subject matter. The theory explains two basic factors that come into play when the issue of motivation is raised and these are;

2.9.1 Herzberg Two-Factor Theory

The two-factor model of satisfiers and dissatisfiers as propounded by Herzberg, Mausner and Snyderman (1959) followed the outcomes of several investigations into the sources of job satisfaction and dissatisfaction of accountants and engineers. It was assumed that people have the capacity to report accurately the conditions that made them satisfied and dissatisfied with their jobs (Armstrong, 2010; Mensah & Tawiah, 2016). Herzberg (2003) demonstrated that intrinsic factors are related to job satisfaction while extrinsic factors relate to dissatisfaction. The theory was based on the question-What do people want from their jobs? (Harpaz, 1990; Mensah & Tawiah, 2016). From the responses received, Herzberg concluded that removing dissatisfying characteristics from a job does not necessarily make the job satisfying (Armstrong, 2010). Herzberg identified the two major factors; motivators and hygiene factors that could lead to job satisfaction (Herzberg, 2003). The theory proposes that most factors which contribute to job satisfaction are motivators (achievement, recognition, the satisfaction of the work itself, responsibility and opportunities for advancement and growth) and most factors which contribute to job dissatisfaction are hygiene elements (company policy, general management, the individual relationship with their manager and working conditions, status and security).

Herzberg noted that the motivators are intrinsic factors that permit psychological growth and development on the job and also relate to what a person does at work, rather than to the context in which it is done (Ajila & Abiola, 2004; Wilson, 2010; Mensah & Tawiah, 2016). Hygiene factors on the other hand are extrinsic and describe the conditions of work rather than the work itself (Armstrong, 2010). Herzberg asserted that these factors do not in themselves promote job satisfaction, but serve primarily to prevent job dissatisfaction. Herzberg (2003) concludes that employers should be concerned with the job itself and not only with the work conditions. Hence, it is upon this theory that the present study hinges as this particular theory corroborates with the hypotheses.

2.10 Empirical Review

In a more recent research work carried out by Ghaffari, Shah, Burgoyne, Nazri and Salleh (2017) on the influence of motivation on job performance: A case study at Universiti Teknologi Malaysia. The study applied a descriptive and correlational research design and questionnaire was used in gathering data. A total sample of 150 non-academic employees were chosen through a multi stage sampling and the method of data analysis used for this research study were mean score, correlation and multiple regression analyses. The analysis showed that the most significant motivational factor for job performance was responsibility, while a fringe benefit was the second significant factor. It was concluded that human capital management should remember that different motivational factors or plans would have different motivational influences on different employees. Also managers should consider that the diverse incentive plans may influence employees in different ways, at different positions in time, because of the continual changes in situations, needs and individual purposes. Thus, to obtain good results from a motivational plan, the human capital management has to comprehend the differences of employees' values, needs, tasks, and satisfaction's levels in terms of increasing job performance and productivity.

In the same vein, Narun Nabi¹, Islam, Dip and Al Hossain (2017) conducted a study on impact of motivation on employee performances: A case study of Karmasangsthan Bank Limited, Bangladesh. A sample of about 130 people was selected from the target population, and was interviewed with self-administrated questionnaire to obtain primary data. The data were analyzed using descriptive statistical analysis methods. Their findings concluded that motivation indeed has a momentous effect on employee performance. The factors taken into account during the survey (salary, monetary incentives, compensation package, work environment, responsibility, promotion, recognition and appreciation for work done, relationship with superiors, peers and job security, authority to make decisions, growth opportunity and prospects), pragmatically dominates employees' will to perform and achieve goals of the respective organization.

Also, Ndungu (2017) carried out a study on the effects of rewards and recognition on employee performance in public educational institutions: A case of Kenyatta University, Kenya. A descriptive research design was used in the investigation and stratified random sampling and purposive random sampling were used in sampling design. Questionnaire as research instrument was used and was distributed to 360 employees, inferential statistics (person correlation analysis) and multiple regressions were then applied. The study found a significantly positive relationship between reward and recognition, with employee performance. In addition, a very positive and significant relationship was also observed between job performance and the independent variables (extrinsic rewards, intrinsic rewards and financial rewards, recognition rewards, working environment and leadership styles). Results also showed salaries and fringe benefits as well as job security to be weak in Kenyatta University and caused dissatisfaction and affected employee performance. Furthermore, there are low levels of team work, communication and participation. Kenyatta University employees have very low satisfaction with responsibilities assumed and promotional opportunities available.

Ogbogu (2017) carried out a research on the effects of motivation on staff job performance: Evidences from the Lagos State Ministry of Environment, Nigeria. The survey research design was adopted for the study and it obtained its data from both primary and secondary sources. The stratified random sampling technique was utilized in administering 140 copies of the questionnaire on both the project and tenured staff of the Lagos State Ministry of Environment. The retrieved data were analyzed using descriptive statistics in the form of simple percentages. The study found that: regular payment of salary and provision of welfare packages (51.4%), conducive working environment (49.3%), opportunity for autonomy, creativity and innovative thinking which the job provides (48.6%) and the regular training which they are exposed to (45%) motivated them to perform their jobs better. Results of the analysis further revealed that the motivational strategies preferred by the staff and which would make them more efficient and effective include: ensuring that the project staff attain tenure (55.7%), recognizing and rewarding outstanding performance (54.3%) making the existing retirement plan more reliable (53.6%) provision of modern working facilities (52.1%), increase in salary with welfare packages and bonuses (52.9%), amongst others.

Mensah and Tawiah (2016) carried out a study on employee motivation and work performance: A comparative study of mining companies in Ghana. The paper empirically compares employee motivation and its impact on performance in Ghanaian Mining Companies, where in measuring performance, the job satisfaction model is used. The study adopted both qualitative and quantitative method and dwells on primary source of data through the use of structured questionnaires and face to face interviews to gather information from participants. Both probability and non-probability sampling method was adopted and sample of 248 employees were targeted from the entire population (workforce) from the mining companies. Inferential statistics were used to test for the hypotheses. Hence, the study observed that, due to the risk factors associated with the mining industry, management has to ensure that employees are well motivated to curb the rate at which employees embark on industrial unrest which affect performance, and employees are to comply with health and safety rules because the industry contribute hugely to the Gross Domestic Product (GDP) of the country.

In a study conducted by Ibrahim and Brobbey (2015) titled "Impact of motivation on employee performance: The case of some selected micro finance companies in Ghana". A sample size of 80 respondents was used for the study and the sample was selected through the simple random sampling technique. Hence, findings from the study revealed that leadership opportunities, recognition and employee appraisal, meeting employee expectations and socialization are the key factors that motivate employees. Also, the findings further revealed that managerial standards, motivation, commitment, employee evaluations, positive work environment, technology, lack of incentives, comfort level and poor management are factors that affect employees' performance. Finally, the study shows the impact of motivation on organizational performance as improving employees' level of efficiency, helping employees to meet their personal goals, employee satisfaction, and helping employees bond with the organization.

Kwapong, Opoku and Donyina (2015) carried out a study on the effect of motivation on the performance of teaching staff in Ghanaian polytechnics: The Moderating Role of Education and Research Experience. The study was quantitative in nature while questionnaire was adopted in gathering data. The study then found that positive correlation between motivation and performance among teaching staff of Ghanaian polytechnics, particularly, the performance of teaching staff improves as their motivation increases. Consequently, Aryan and Singh (2015) conducted a study to determine the impact of motivation and recognition on employee's performance: A study on public and private sector banks in Punjab and Haryana. Structured questionnaire was used to collect the required primary data from 100 respondents and descriptive statistics, correlation, regression analysis, factor analysis and t-test were used as statistical tools in analysis. The findings therefore revealed that performances of employees are significantly affected by the salary and other monetary benefits provided by the organization. Recognition is the most important non monetary reward which improves performance of the employees of banks.

3. METHODOLOGY

The population for this study comprises of 210 employees of the selected private secondary school in Ilorin. However, due to the relative size of the population, the researcher considered the whole population. The study explores data from both primary and secondary sources, and these include the use of questionnaire and already existing data to elucidate information from the respondents. Thus, it adopts a survey questionnaire distribution process. The questionnaire was divided into two sections and designed with a Five Likert point scale; the first part deals with the characteristics of the respondents. Part two (2) contains questions that measure the effect of motivation on employee performance. Notably, from the two hundred and ten (210) questionnaires, only seven (7) were either not properly filled or not returned. Thus, the two hundred and three (203) properly filled and returned questionnaires formed the basis of data presentation and analysis. Analyses were made using the frequency tables thereafter, the hypothesized statements were analysed using standard multiple regression with the aid of Statistical Package for Social Science (SPSS) version 20. The study adopted the content validity and it adhered to the guiding rules of research ethics.

Table 1: List of Selected Secondary Schools in Ilorin Metropolis

S/N	NAME OF SCHOOL	STAFF STRENGTH
1.	Faith Academy	45
2.	Reputable International College	20
3.	Sapati International School	40
4.	ST. Charles College	35
5.	Modelak College	30
6.	Baptist Model High School	40
	Total	210

Source: Authors' Fieldwork Computation, 2018

4. DATA PRESENTATION ON DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

This subsection presents data collected on respondent's bio-data named Section A.

Table 4.1: Frequency Distribution of the respondents' Demographic Characteristics (N=203)

Characteristics	Category	Frequency	Percent	Cumulative percent
Sex	Male	129	63.5	63.5
	Female	74	36.5	100.0
Marital Status	Single	123	60.6	60.6
	Married	80	39.4	100.0
Work Experience	0-5years	18	8.9	8.9
	6-10years	162	79.8	88.7
	11-15years	14	6.9	95.6
	15years above	9	4.4	100.0
Educational Qualification	SSCE	9	4.4	4.4
	HND	29	14.3	18.7
	B.Sc	139	68.5	87.2
	Others	26	12.8	100.0

Source: Authors' Fieldwork Computation, 2018

The frequency distribution of the respondents' demographic characteristics is presented in the table 4.1.1 above. The table shows that out of the two hundred and three (203) respondents, 129 (63.5%) are male, while 74(36.5%) are female. By implication, we have more male respondents to female respondents in the sample. Out of 203 respondents, 123(60.6%) are single while 80(39.4%) are married. By implication, most of the respondents are single. Also, there are 9(4.4%) are SSCE holder, 29 (14.3%) are HND holder, 139 (68.5%) are BSC holder, while 26 (12.8%) have other qualifications. By implication, the respondents have high BSC educational qualifications. In addition, 18 (8.9%) of the respondents have 0-5years work experience, 162 (79.8%) have 6-10years, 14 (6.9%) have 11-15years while 9 (4.4%) have 15years and above work experience. By implication, most of the respondents have 6-10 years work experience.

4.1 Test of Hypotheses

Standard multiple regression was used to explore the effects of motivation (measured by the salaries and wages administration, promotion, recognition and workplace environment) on perceived employee performance (measured by employee satisfaction and commitment scale).

Hypothesis One

H₀₁: Salaries and wages administration, workplace environment, recognition and promotion does not significantly affect employee satisfaction. Specifically, the result of regression as contained in the table below: From the output, there was no positive relationship between salary and wage administration and employee satisfaction such that a unit increase in perceived salary and wage administration caused about .134 unit decreases in perceived employee satisfaction scores which was statistically not significant at 1 percent going by the p value (.106). Based on the result, the null hypothesis is accepted, thus, salaries and wages administration do not affects employee satisfaction.

Also, although there was a positive relationship between work place environment and satisfaction such that a unit increase in work place environment induced about .216 unit rise in satisfaction scores which was not statistically significant at 1 percent going by the p value (.100). Based on the result, the null hypothesis is accepted, thus, work place environment does not affect satisfaction. More importantly, relationship between recognition and satisfaction was shown such that a unit increase in perceived recognition scores caused about .500 unit decreases in perceived satisfaction scores which was statistically significant at 1 percent going by the p value (.000). Based on the result, the null hypothesis is rejected and the alternate is accepted, thus, recognition affects satisfaction.

Furthermore, there was positive relationship between promotion and satisfaction such that a unit rise in promotion induced about .293 unit rise in satisfaction which was statistically not significant at 1 percent going by the p value (.058). Based on the result, the null hypothesis is accepted, thus, promotion does not affect satisfaction.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	34.048	4.413		7.715	.000
total salary and wage administration	-.134	.082	-.126	-1.622	.106
total work place environment	.216	.131	.157	1.651	.100
total recognition	-.500	.121	-.410	-4.139	.000
total promotion	.293	.154	.153	1.909	.058

a. Dependent Variable: total satisfaction

Source: Author Fieldwork Computation, 2018.

The standardized regression coefficients show the degree of strength of the effects motivation variables have on employee satisfaction. Promotion has the highest effect with a coefficient of .154, follows by workplace environment with a coefficient of .131, follows by recognition with a coefficient of .121, and salaries and wages administration with a coefficient of .082.

Hypothesis Two

H₀₂: Salaries and wages administration, workplace environment, recognition and promotion does not significantly affect employee commitment. Specifically, the result of regression as contained in the table below: From the output, there was no positive relationship between salary and wage administration and employee commitment such that a unit increase in perceived salary and wage administration caused about .075 unit decreases in perceived employee commitment scores which was statistically not significant at 1 percent going by the p value (.083). Based on the result, the null hypothesis is accepted, thus, salaries and wages administration has no significant effect on commitment. Also, although there was a positive relationship between work place environment and commitment such that a unit increase in work place environment induced about .088 unit rise in commitment scores which was not statistically significant at 1 percent going by the p value (.200). Based on the result, the null hypothesis is accepted, thus, work place environment has no significant effect on commitment.

More importantly, relationship between recognition and commitment was shown such that a unit increase in perceived recognition scores caused about .209 unit decreases in perceived commitment scores which was statistically significant at 1 percent going by the p value (.001). Based on the result, the null hypothesis is rejected and the alternate hypothesis is accepted, thus, recognition affects commitment. Furthermore, there was positive relationship between promotion and commitment such that a unit rise in promotion induced about .125 unit rise in commitment which was statistically not significant at 1 percent going by the p value (.122). Based on the result, the null hypothesis is accepted, thus, promotion has no significant effect on commitment.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	23.676	2.312		10.239	.000
total salary and wage administration	-.075	.043	-.137	-1.741	.083
total work place environment	.088	.068	.124	1.285	.200
total recognition	-.209	.063	-.331	-3.294	.001
total promotion	.125	.080	.126	1.552	.122

a. Dependent Variable: total commitment

Source: Author Fieldwork Computation, 2018.

The standardized regression coefficients show the degree of strength of the effects motivation variables have on employee commitment. Promotion has the highest effect with a coefficient of .080, follows by workplace environment with a coefficient of .068, follows by recognition with a coefficient of .063, and salaries and wages administration with a coefficient of .043.

Discussion of Findings

According to the results of the influence of motivational factors as predictor variables of employee performance, one motivational factor which is recognition was found to be more significant factor in comparison to other predictors of employee performance. In other words, the results showed that the employees in the sample are most likely to be motivated by their recognition more than salaries and wages administration, workplace environment and promotion dimension as determined by the research questionnaire. The results of the current study are consistent with the results of previous studies by Andrew (2004), Huddleston, Good and Frazier (2002) and Ibrahim and Brobbey (2015) found that intangible or psychological rewards like recognition and appreciation are the key factors that motivate employees.

5. CONCLUSIONS AND RECOMMENDATIONS

This section of the work is principally divided into two parts which discusses the conclusions and recommendations made for this study. Hence, this study concludes the following:

- i. Motivation through salaries and wages administration, workplace environment and promotion does not significantly affect employee satisfaction. However, the respondents agreed that recognition affects the general satisfaction of employees of the organization as recognition is seen to play a vital role in motivating employee and increasing general performance of an organisation
- ii. Secondly, the study concludes that motivation through salaries and wages administration, Workplace environment and promotion does not significantly affect employee commitment. However, recognition was significant related with employee commitment.

In essence, this study recommends that;

- i. Human resources have to be managed with the greatest care and skills in order to motivate staff and enhance performance of their organisation. As such, organisations should make use of external rewards like promotions, recognition and praise compliments and also, involves the creation of conducive workplace environment so as to assist in improving the efficiency and performance of employees, hence, improving the overall performance of the organization.
- ii. The private sector establishments should be encouraged to adopt more positive motivational strategies in order to align themselves with the best practices. The researcher is of the view that organisations should employ experts to handle their wages and salaries structure and review it when the need arise

REFERENCES

1. Ahmad, M., Wasay, E., & Malik, S. (2012). Impact of Employee Motivation on Customer Satisfaction: Study of Airline Industry in Pakistan: *Interdisciplinary Journal of Contemporary Research in Business*, Institute of Interdisciplinary Business Research, 4(6).
2. Ahmad, N., Iqbal, N., Javad, K., & Hamad, N., (2014). Impact of organizational commitment and employee performance on the employee satisfaction. *International Journal of Learning, Teaching and Educational Research*, 1(1), 84-92.
3. Ajila, C., & Abiola, A. (2004). Influence of rewards on workers performance in an organization. *Journal of Social Science*, 8(1), 7-12.
4. Ali, A., Bin, L. Z., Piang, H. J., & Ali, Z. (2016). The impact of motivation on the employee performance and job satisfaction in IT Park (Software House) Sector of Peshawar, Pakistan. *International Journal of Academic Research in Business and Social Sciences*, 6 (9), 297-310.
5. Armstrong, M. (2010). *A Handbook of Human Resource Management Practice*. 10th ed. Kogan Page: London.
6. Aryan, R., & Singh, A. (2015). Impact of motivation and recognition on employee's performance: A study on public and private sector banks in Punjab and Haryana. *Global Journal of Management and Business Research: A Administration and Management*, 15(13), 1-6.
7. Bao, C., & Nizam, I. (2015). The impact of motivation on employee performance in the electronics industry in China. *International Journal of Accounting & Business Management*, 3(2), 29-45.
8. Bateman, T., & Snell, S. (1991). *Management: Building competitive advantages*, 4th edition, McGraw Hill Books international, Boston.
9. Bhattacharyya, D.K. (2007). *Human Resource Research Methods*. New Delhi: Oxford University Press.
10. Butkus, R.T., & Green, T.B. (1999). *Motivation, beliefs and organizational transformation*. Organizational Quorum Books.
11. Cole, G.E. (1996). *Management Theory and Practice*. 5th ed. D.P. Publications.
12. Dessler, G. (2003). *Human Resource Management*. 9th ed. Upper Saddle River, New Jersey: Prentice Hall.
13. Ghaffari, S., Shah, I.M., Burgoyne, J., Nazri, M., & Salleh, J.R. (2017). The influence of motivation on job performance: A case study at Universiti Teknologi Malaysia. *Australian Journal of Basic and Applied Sciences*, 11(4), 92-99.

14. Govindarajulu, N., Bonnie, F.D. (2004). Motivating employees for environmental improvement. *Industrial Management and Data Systems*.
15. Harpaz, I. (1990). The Importance of Work Goals: An International Perspective. *Journal of International Business Studies*, 21, 75-93.
16. Haynes, B.P. (2008). The Impact of office comfort on productivity. *Journal of Facilities Management*, 6 (1), 37-51.
17. Heath, B. (2006). Effect of perceived work environment on employee's job behaviour and organizational effectiveness, *Journal of Applied Psychology Banarashindu, University, Varanasi*.
18. Herzberg, F. (2003). One more time: how do motivate employees? *Harvard Business Review*, 81, 86-96.
19. Herzberg, F., Mausner, B., & Snyderman, B.B. (1959). *The motivation to work*. New York: John Wiley & Sons.
20. Ibrahim, M., & Brobbey, V. A. (2015). Impact of motivation on employee performance. *International Journal of Economics, Commerce and Management*, 3 (11), 1218-1236.
21. Ibrar, M., & Khan. O. (2015). The impact of reward on employee performance (a case study of Malakand private school). *International Letters of Social and Humanistic Sciences*, 52, 95-103.
22. Kreitner, R., & Kinicki, A. (1998). *Organisational Behaviour*. 4th ed. Boston: Irwin McGraw-Hill.
23. Kwapong, L.S.A., Opoku, E., & Donyina, F. (2015). The effect of motivation on the performance of teaching staff in Ghanaian polytechnics: The moderating role of education and research experience. *International Journal of Education and Research*, 3(11), 35-48.
24. Landy, F.J. (1985). *Psychology of Work Behavior*. Chicago, IL: The Dorsey Press.
25. Locke, E. A. (1969). What is job satisfaction? *Organizational Behavior and Human Performance*, 4, 309-336.
26. Maduka, C. E., & Okafor, O. (2014). Effect of motivation on employee productivity: A study of manufacturing companies in Nnewi. *International Journal of Managerial Studies and Research (IJMSR)*, 2 (7), 137-147.
27. Malik, E., Danish, R., & Usman, A. (2010). Impact of motivation to learn and job attitudes on organizational learning culture in a public service organization of Pakistan. *University of the Punjab, Lahore, Pakistan*.
28. Mensah, E.B., & Tawiah, K.A. (2016). Employee motivation and work performance: A comparative study of mining companies in Ghana. *Journal of Industrial Engineering and Management*, 9(2), 255-309.
29. Meyer, J.P., Stanley, D.J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance and normative commitment to organization: A metaanalysis of antecedents, correlates and consequences. *Journal of Vocational Behavior*, 61, 20-52.
30. Mol, A. (1992). Motivating subordinates. *IPM Journal*, 11(2), 19-22.
31. Ndungu, D.N. (2017). The effects of rewards and recognition on employee performance in public educational institutions: a case of Kenyatta University, Kenya. *Global Journal of Management and Business Research: Administration and Management*, 17(1), 43-68.
32. Nurun Nabi, Islam M, Dip TM, Hossain AA (2017) Impact of motivation on employee performances: A case study of Karmasangsthan bank limited, Bangladesh. *Arabian J Bus Manag Review* 7: 293.
33. Ogbogu, C.O. (2017). The effects of motivation on staff job performance: evidences from the Lagos State Ministry of Environment, Nigeria. *Journal of Sustainable Development*, 10(2), 183-190.
34. Page, L. (2008). Do not show me the money? The growing popularity of non-monetary incentives in the workplace. Available at: <http://www.oppapers.com/essays/Non-moneatry-incentivesworkplaces/155356>
35. Pool, S.W. (1997). The relationship of job satisfaction with substitute of leadership, Leadership Behavior and Work Motivation.
36. Pratheepkanth, P. (2011). Reward system and its impact on employee motivation in commercial bank Of Sri Lanka Plc, in Jaffna District. *Global Journal of Management and Business Research*, 11(4), 85-92.
37. Ramlall, S. (2004). A review of employee motivation theories and their implications for employee retention within organisations. *The Journal of American Academy of Business*, 5(20), 52-63.
38. Shah, K., & Shah, P.J. (2010). Motivation. Available online at: <http://scribd.com/doc/6564596/motivation>
39. Shahzadi, I., Javed, A., Pirzada, S. S., Nasreen, S., & Khanam, F. (2014). Impact of employee motivation on employee performance. *European Journal of Business and Management*, 6 (23), 159-166.
40. Shrestha & Shruti. (2007). Improving employee performance. *Journal of banking and finance*, 90(10), 1621-1629.
41. Steijn, B. (2002). HRM and job satisfaction in the Dutch public sector. Paper presented at the EGPA Conference in Potsdam, study group on Public Personnel Policies.
42. Stella, O. (2008). Motivation and Work Performance: Complexities in Achieving Good Performance Outcomes; A Study Focusing on Motivation Measures and Improving Workers Performance in Kitgum District Local Government. *Institute of Social Science*, 2-83.
43. Stoessel, J. M. (2001). *The impact of the workplace on effective employee performance in Corporate America*, Unpublished Thesis New Jersey: Seaton Hall University.
44. White, R.E. (2001). Generic business strategies, organizational context, and performance: An empirical investigation. *Strategic Management Journal*, 7(2), 217-31.
45. Wilson, G. (2010). The effects of external rewards on intrinsic motivation. Available at: <http://www.abcbodbuilding.com/rewards.pdf>