

Impact of Employees' Motivation on Organizational Performance in a Non-Banking Institution, Nigeria: A Qualitative Approach

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Abstract

Employees cannot execute their work to the expectations of management unless they are motivated. Motivation is vital for the performance of any firm. This study investigated the impact of employee motivation on organizational performance in a non-banking institution utilizing the identified explanatory variables of motivation, namely, reward, remuneration, recognition, and promotion. For papers published between 2012 and 2022, systematic searches were largely undertaken in ProQuest, Web of Science, Statista, and Google Scholar. The review focuses on how employee motivation impact organizational performance through many variables such as rewards and recognition, management styles, working environment, and employee characteristics. According to the findings, employee motivation is strongly linked to organizational performance. However, there are other aspects that influence an employee's capacity to execute efficiently. According to the theoretical and editorial literature studied in this study, the many dimensions of motivation are critical to employees' degree of job performance.

Keywords: Employee, Motivation, Organization, Performance and Motivational Strategies

1.0 Introduction

With the present financial circumstance in Nigeria, most associations have arrived at the understanding that worker execution assumes a fundamental part in hierarchical achievement. All in all, representative presentation is significant, for the improvement of the association, yet in addition for the advancement of individual workers. Regrettably, just few organizations have recognized human capital (employees') as the best asset that can make an organization successful or unsuccessful depending on how well they are managed by the organization. The needs/desires of employees in the workplace varies based on individual perception and beliefs and as such, it will be proper to deplore different motivational tools using extrinsic

and intrinsic factors to motivate employees in the organization. In this way, it is fundamental for a managers/administrator to comprehend what incentivize employees, without simply making a presumption.

Edo *et al.*, (2020), Ekundayo, (2018) & Chung (2017) all agreed that employees of an organization are important asset and to achieve the accomplishment of its set goals, the quality of its human resources both skilled and unskilled employed for the successful operation of the organisation, should be sufficiently motivated to be able to satisfy their needs which will inversely boost their work performance, commitment and dedication. It is imperative that organisations incentivize and motivates their employees using variables such as reward, remuneration, recognition and promotion to achieve its set goals. One of the identified problems many Nigerian organisations and its managers face is motivation and how it impacts on the performances of the employees in the organisation. Motivation as a function of management and administration may appear modest in the books but in reality, it is difficult due to lack of awareness of diversity in the workforce of organizations which requires them to adopt multiple ways of motivating their diverse workforce.

The results from this study would provide supports for managers and administrators in the optimum management of their human resources. Management of organization would benefit from applying the recommendations and findings of this study to improve organizational performances while customers would also benefit from better and improved service delivery expected to be the outcome of highly motivated workforce.

The principal objective for this research is to analyze the impact of employees' motivation on organisational performance in a public organization, Nigeria. Nonetheless, other explicit objectives are to determine, examine and access the impact of remuneration, recognition and promotion on organizational productivity.

2.0 Literature Review

When organizations keep their employees motivated, production can be done without interruption and organizations can achieve great harmony in the whole workflow, influencing productivity positively (Ekundayo, 2018). One of the dynamic tools that is responsible for the performance of recruits in an organisation is impactful motivation and without it, recruited staffs may not be gingered to deliver their deliverables as assigned by management, which certainly will fall below expectation of the organisation.

Hemakumara (2020), Chaudhary & Sharma (2012), Herman et al, (2014) and Jennifer and George (2006) all agreed that the word, 'motivation' can best be described as an individual's drives and needs that governs the direction of his behavior in an organization, level of effort, and level of determination when faced with obstacles. Moreover, they expressed that even with fitting procedures and managerial designs set up, an association must be useful assuming its workers are adequately persuaded with motivating forces, for example, remuneration, reward and promotion to perform at more significant levels.

Authors like Ekundayo, (2018) and Edo, *et al* (2018) viewed motivation as the complexity of forces that inspires a person at work to intensify his desires and willingness to use his potential to perform to achieve organizational objectives. Furthermore, they expressed that incentivization of recruited staffs in an organisation is a significant inward control instrument that ought to be utilized to accomplish benefits like expanded worker responsibility, expanded efficiency, and proficiency.

Mahmudova et al, (2018) & Edo *et al.*, (2018) all agreed that "Performance" is what the organization hires one to do and do well. Which means that performance is not defined by the action itself but by the judgmental and evaluative processes of task accomplishment by impactively and efficiently achieving organizational goals and objectives based on well-defined set of standards and laid down regulations of an organizations.

The key concepts in the study are motivation (measured with remuneration, rewards, recognition, and promotion) and performance (measured with productivity). These concepts and their relationship are the subject of this study.

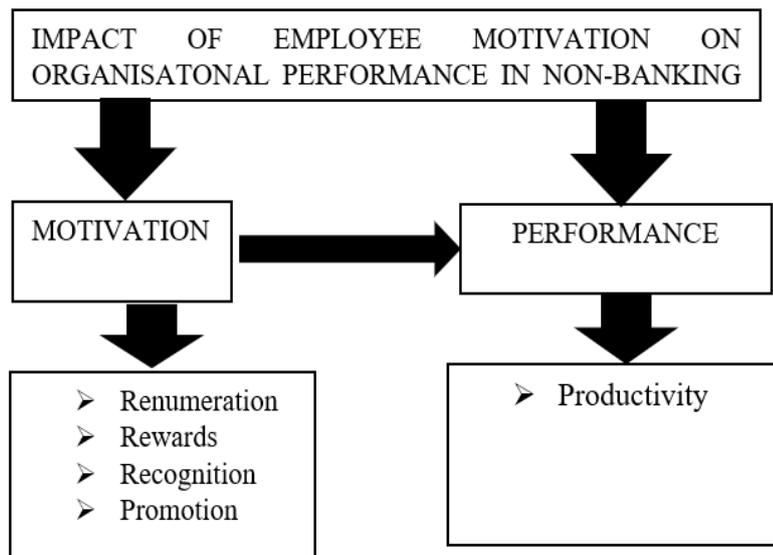


Figure 1: This framework shows the relationship that exist between motivation and performance.

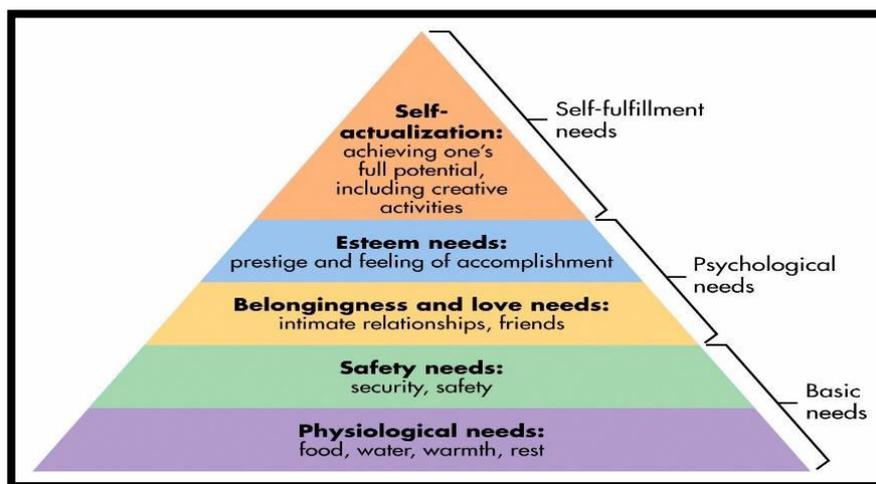
Source: Authors Conceptualization, 2023.

The diagram or framework above shows the connection linking the motivation to performance. Motivation which is being measured by its proxies (renumeration, rewards, recognition & promotion) and how it impacts on the proxies (productivity & efficiency) of the dependent variable

Theoretical Review

Over the years, identified scholars have postulated several theories on motivation and during this study, we will be studying and reviewing some of them. These theories include Abraham Maslow hierarchy of needs theory (1943) which states that the humanbehaviourare influenced by selected physiological and mental needs which advances from common to difficult. He accepted that individuals truly want to be self-realized, and to accomplish this objective, a few fundamental necessities (food, security, love, and confidence) should be completed. Additionally, Frederick Herzberg two-factor hypothesis (1959) states that there are sure calculates an association that achieve work fulfillment or disappointment and McGregor's hypothesis of X and Y (1960) specifies that hypothesis X and Y are two series of expectations about the idea of individuals. Each arrangement of nature should embrace different method for propelling and accomplish the outcomes.

However, this study is anchored on Abraham Maslow Theory because it is more appropriate for the study and it directly relates to human needs ranging from basis needs to self-fulfillment needs which can be classified as extrinsic or intrinsic factors of motivation, which acts as catalyst to inspire an employee to be productive and efficient, which inversely leads to increased performance of an organisation.



Empirical Review

Chosen writing of ongoing examinations was investigated to figure out the connection between motivation and organizational performance. Various scholars have studied the impact of employee motivation on organisational performance and some scholars such as Alase & Tina (2021), Hemakumara (2020), Ifrah & Fridah (2017), Mulyani, *et al.*, (2019), Ajalie S, (2017), Mustapa and Mahmood (2013), Sutrisno, S., *et al.*, (2019), & Nnamani, *et al.*, (2015) all established that there are significant and positive correlations between motivational tools (extrinsic) such as reward, remuneration, bonus etc., receive by employees and their performance in the organisation.

On the other hand, other scholars such as Rantesaluet *al.*, (2016), Ahmed and Mohamud (2015), Mahazrila' Ainiet *al* (2012), Tampu (2015), Linh, (2017), & Faisal, *et al.*, (2017) argued that there was a negative significance between employee motivation and their performance in the organisation. They believed there were other motivational factors (intrinsic) such as job security, job competence, career growth etc., which can influence employee performance in the organization. Kuranchie-Menash and Amponsah-Tawiah (2016) proposed that employees are propelled by both intrinsic and extrinsic factors which prompts workers' work fulfillment.

Hemakumara (2020) did a survey of writing on the connection among motivation and organisational performance in a few ventures across various nations. He explored investigations of a couple of nations like India, Nigeria, Kenya, Ghana, Romania, Somalia, Pakistan, Cyprus, and Malaysia and observed that there is a positive connection between worker motivation and occupation execution. Tampu (2015) conducted a study in Romania to identify the relationship between employee motivation and job performance. The discoveries of this study likewise recommended that motivation (inborn and outward) remain vital and that there was a positive connection between natural motivation and workers productivity.

Ahmed and Mohamud (2015) tested the relationship between motivation and job performance of administrators of federal Government in Somalia. They utilized a calculated model with two free factors like inborn and outward motivation and the work performance as the reliant variable. Recognized subcategories of inherent motivation were liability, accomplishment and progression while the extraneous motivations were working condition, pay and climate. In view of this study, they recommended a positive relationship with outward motivation and workers performance.

A review led in Nigeria, in view of local area improvement laborers, observed that the pace of occupation execution is subject to the degree of persuasive bundle given to them. Because of this significant relationship between motivation and performance, it is recommended that the organizations should increase the motivational reward in order to enhance job performance of employees (Olalere, 2015). Another study

conducted in Nigeria by Yusuf *et al.*, (2015) based on library staff, has found that there is a positive and significant correlation and relationship between employees work performance and motivational strategies.

Nizam and Shah, (2015) conducted a study in Pakistan based on a sample of employees of Gas and Oil sector. A reasonable model with the factors, for example, employee, reward, acknowledgment, hierarchical execution, efficiency, and result as free factors which decide the motivation was tried and found that employee motivation essentially affects work performance. Around the same time, similar discoveries detailed in Ghana, in the event of a concentrate on showing staff of polytechnics. The review has affirmed a huge positive in the middle between work performance and motivation (Kwapong *et al.*, 2015).

According to Hemakuama (2020), some of the motivational studies paid attention only on one segment of reward, such as monetary reward or nonmonetary reward. For example, Omollo, (2015) has conducted a study in Kenya based on bank employees and justified the relationship among monetary reward, motivation and employee performance and the study suggested that there is a positive relationship among these three variables. A completely different argument proved by another study conducted in Cyprus, based on their banking industry revealed that non monetary reward is more positively impactful on motivation and job performance than monetary rewards. (Uzonna, 2013).

Gyamfi (2015) has tried to identify the relationship between employee motivation and employee performance in the Banking sector in Ghana. One of the three speculation tried was, the connection between employee motivation and organisational performance is high, huge, and positive. Mustapa and Mahmood (2013) have directed a review to investigate the connection between work performance and public help motivation in Malaysia. This study was led in view of optional information accessible with other examination distributions and as per the accessible writing, they affirm that there is a huge connection between open help motivation and their work performance.

Mahazrila'Aini *et al.* (2012) directed one more concentrate in Malaysia in view of the Migration Division in Malaysia. The factors used to decide the motivation level were work task, reward, acknowledgment, correspondence, preparing and advancement, representative cooperation and workplace. The respondents have communicated that the correspondence and workplace has impacted adversely for their motivation. Then again, preparing and advancement and prize and acknowledgment contributed in extremely sure manner to their motivation. Further it was uncovered that, out of the example workers, greater part is emphatically spurred.

Ifrah and Fridah (2017) analyzed the impacts of employee motivation on organizational performance in Mogadishu Al Port, Somalia. They utilized an expressive plan and factual depictions with the assistance of SPSS variant 23 to sum up and investigate the gathered information. From their review, as shown by the connection results, there was a positive connection between's the hour of administration and extraneous compensations similar to a mindful justification behind better accomplishment of hierarchical execution as given by a 21.7% relationship which was critical. Further discoveries likewise proposed that there was an importance connection between motivational devices like wages; compensation, suggestion, acknowledgment and so forth get by laborers and their exhibition.

Alase and Tina (2021) in their exploration on Employee motivation and Occupation Execution: Observational Proof from Nigeria, utilized graphic examination review and Taro Yamani test size assurance formular was locked in to show up at an example of 200 and six (206) staffs who were haphazardly chosen through basic irregular inspecting procedure. Discoveries uncovered that both money related (serious compensation, pay raise, recompenses, rewards, and rate benefit sharing) and non-banking (employer stability, work preparing, professional success potential open doors, adaptable working hours, and retirement benefits) persuasive impetuses have a huge positive connection with representative work performance in associations.

Ajalie., (2017) in his review got with the impact of representative motivation on hierarchical efficiency in the assembling ventures and his discoveries uncovered that information were examined utilizing numerous relapse examination and from the speculations tried, the outcome demonstrated that there was a critical connection between employee motivation and hierarchical efficiency. That's what the review reasoned albeit both characteristic and extraneous variables are huge indicators of efficiency, outward factors give off an impression of being more critical or esteemed by respondents in the association utilized as a review. Nnamani et al., (2015) in their review examined the impact of employee motivation on Authoritative Execution of chosen fabricating firms in Enugu State. The review utilized expressive insights to address three examination questions postured for the review and Spearman Rank Connection Coefficient to test the three speculations that directed the review. The outcome got from the examination showed that there existed a positive connection between employee motivation and the hierarchical presentation. The review uncovered that outward motivation given to laborers in an association affects the specialist's execution.

Faisal, et al., (2017) inspected the Impact of Representative Motivation on Authoritative Responsibility in Jordan Information gathered were examined by the use of measurable tests i.e., Cronbach's alpha unwavering quality, Pearson relationship and Straightforward Direct Relapse utilizing SPSS 20.0. Results showed that there was a positive and huge impact from employee motivation of forefront representatives on hierarchical responsibility (emotional, regularizing and duration). Sutrisno, S. et al., (2019) decided the impact of motivation and work discipline on representative efficiency at PT. Anugerah Agung in Jakarta. The strategy took on was illustrative exploration with an example of 85 respondents and examination procedure utilized measurable investigation with relapse testing, relationship, assurance and speculation testing. The consequences of this review altogether affect representative efficiency by 48.6%, speculation testing acquired importance $0,000 < 0.05$. Motivation and work discipline at the same time fundamentally affect representative efficiency by 56.2%, speculation testing acquired meaning of $0,000 < 0.05$.

Mulyani, et al., (2019) in their examination work on the model of employee motivation and cooperative employment performance in Padang. The strategy embraced was graphic overview and information investigation was done utilizing the Primary Condition Model (SEM) with Direct Underlying Relationship (LISREL) 8.80 program. The Outcomes showed that initiative and pay (reward) meaningfully affect motivation and besides initiative, remuneration, and motivation altogether affect worker execution.

Considering the above conversation of speculations and experimental examinations from past specialists/creators on the impact of motivation on organizational performance, one is constrained to express that there is a need to rouse workers with monetary and non-monetary systems to support efficiency. Most scholars have archived the impact of employee motivation on organizational performance in certain areas of the Nigerian economy.

Be that as it may, this study tries to decide and get to the impact of employee motivation on organizational performance using a non-banking institution as the extent of the review. The accompanying speculations were figured out for testing:

HO₁: Remuneration does not have a significant impact on organisational productivity in Non-Banking Institution Plc.

HO₂: There is no significant impact of recognition on organisational productivity in Non-Banking Institution Plc.

HO₃: Reward does not have a significant impact on organisational productivity in Non-Banking Institution Plc.

HO₄: There is no significant impact of promotion on organisational productivity in Non-Banking Institution Plc.

3.0 Methodology

This study embraced a qualitative methodology by reviewing excellent diary articles from respectable data sets of google researcher research. The search was led by utilizing the choice basis of the employee motivational tools concentrate on populace from an alternate area point of view in various nations.

To meet the demands of the primary research question for this particular reading survey, we identified the most appropriate inquiry terms, which included "Motivation," "Employees," "Employee Motivation," and "Organisational Performance." We searched reputable electronic data sets such as Google Researcher, Statista, Web of Science, and ProQuest for quantitative, subjective, and hybrid methodologies focusses on based on these search terms. The review relied on only publications published in English between 2012 and 2021 and was intended to reflect the most recent breakthroughs in administration, notably in the areas of representative motivation and hierarchical execution. Table 1 clearly delineates the choice models all around, and this clearly makes sense of the determination cycle for this perusing audit.

Table 1. Scope and Out of Scope Standards

Standards	Scope	Out of Scope
Research design	Quantitative and qualitative.	
Time frame	2012 to 2021	Before 2012
Language	English.	Any other language.
Study Concentration	Employee motivation and its impact on performance of the organization was the concentration of the study on	This study eliminated other topics and focused on the topic of study.

Source: Author's Computation, 2023

The experimental evidence from earlier studies was analyzed in a number of thematic areas, but it was mostly focused on organizational performance and employee motivation. The results came from an insightful combination of earlier diverse studies related to the relevant field of premium. Verification techniques are used to guarantee the study's credibility and rigor (Bello et al., 2022). Finally, the findings were linked to accepted theories and hypotheses, which is why the review's theoretical significance was established.

4.0 Results

This section offers an experimental assessment of papers published between 2012 and 2021 that focused on the impact of employee motivation on organizational performance. The findings from the various instances of 15 publications that satisfied the choice criteria were taken into consideration when organizing the observational investigations into detailed groups. The hierarchical execution and employee motivation devices are correlated in ways that are good, negative, or mixed, and the categories are determined by the process followed for outcomes evaluation and analysis.

Table 2 shows the investigation of the circulation of the outcomes in view of the approach took on and the findings. The analysis showed that regression analysis, simple linear regression and Pearson correlation was the most used assessment model, with 20% of the investigations taking on the philosophy. It additionally showed that discoveries of the positive, negative, connection between employee motivation and organizational performance were common, with positive outcomes having 12, negative has 3. This shows

whether there is any relationship with the particular discoveries from the observational audit of the discoveries of the different examinations.

Table 2: Summary of Methodology

S/N	Methodology	Results		total	Percentage %
		Positive	Negative		
1	Descriptive Analysis	3		3	20
2	Spearman rank Correlation coefficient	1		1	6.6
3	Pearson correlation	3		3	20
4	Simple linear regression	3		3	20
5	Structural equation model (SEM)	2	1	3	20
6	Linear structural relationship		1	1	6.6
7	Multiple regression		1	1	6.6
				15	100

Source: Authors compilation, 2023

One more finding from Table 2 shows that around 20% of the examinations utilized underlying condition model (SEM) making it the third generally famous model took on by researchers during the audit time frame. Further investigation shows that 12 discoveries are positive connections, 3negative and non-blended results. Different discoveries showed 6.6% of the examinations utilized direct primary relationship (LISREL) as a procedure for assessment, as displayed in Table 2 above. Be that as it may, studies with both positive and adverse outcomes utilized primary condition model (SEM) strategies and non-had blended results. Different strategies utilized were studies, as displayed in Table 2, the various relapse and spearman rank relationship coefficient, both having 6.6% with equivalent conveyance of positive and negative discoveries as it were. A few different examinations utilized various strategies, with positive and blended results conveyed among them.

5.0 Discussion

A large portion of the inspected examinations affirmed a positive and critical connection between employee motivation and organizational performance. The checking survey uncovered that remuneration, reward, promotionwas among the most commonincentivized practices that assist with boosting the productivities for workers. Keeping a compensation rate across the association or granting pay in view of a representative's position assists with empowering greater responsibility and faithfulness among laborers towards achieving a more significant pay or advancement at work and this over the long haul decidedly affects the general exhibition of the association.

The studying survey likewise affirms that work fulfillment acquired from various persuasive variables works on a employees' efficiency at work which thus improves organizational accomplishment and development. For example, a quantitative study conducted by Ahmed and Mohamud (2015) tested the relationship between motivation and job performance and Identified subcategories of intrinsic motivation were responsibility, achievement, and advancement while the extrinsic motivators were working condition, pay and environment. In view of this study, they propose areas of strength for a relationship with extraneous spurring variables and representatives work performance. The majority of the investigations surveyed demonstrate that employee motivation is additionally much connected with the organizational performance.

The various outcomes got through this survey show that employee motivation is an extremely perplexing and exceptionally powerful perspective concerning the overall administration of employees and organisation. The outcomes further uncovered that employee motivation is extremely fundamental when it concerns the efficiency and productivity of an organisation. . Employee's motivation cut across several disciplines such as organizational management, human resource management, sociology, and economics, among others, and this explains why it tends to be very complex and broad in analyzing most especially concerning its impact on organizational performance, (Hemakuama, 2020).

The different specialist in the field of the management should zero in on understanding the more extensive scope of the different persuasive determinants and how they impact employees' resolve towards working on laborer's efficiency and authoritative execution. Employee motivation in any work environment is viewed as an individual and exceptionally value-based process. For this situation, various researchers watch out for feature contrasting feelings on the determinants of motivation and its impact on organizational productivity and development. Consequently, associations genuinely must constantly embrace a basic survey of the different persuasive methodologies involved by their supervisors and their degree of viability in further developing responsibility and efficiency among workers and hierarchical execution over the long haul.

6.0 Conclusion and Recommendations

The purpose of the assessment was to outline how Non-Banking Institution Plc's employee motivation affects organizational performance. The thorough assessment and investigation, in achieving the ideal of impartiality, placed a significant obligation on the management, both in theory and in actual operations. The review lays out the frequently used systems in upgrading representative motivations, the different motivational types, and the overall impact of worker spurring aspects on authoritative execution through the examination of the various quantitative and subjective investigations.

By and large, the motivation of employees is exceptionally fundamental for organisational development and supportability. This legitimizes the significance of supervisors and organisations in laying out the approaches to rationalize workers towards further developing achieving set goals in the organisation. Employee motivation duplicates as perhaps one of the most fundamental apparatus in human asset to the organisation since it empowers directors to guarantee the development and advancement of an institution. Viable and productive pertinence of the various types of motivation empowers managers to enroll consistent and beneficial improvement in an organisation. Administrators of organisations use both financial and non-money related incentivized elements to guarantee that most workers' efficiency is achieved, which ultimately brings about high performance in the organisation.

The survey was additionally founded on a somewhat more extensive extent of representative motivation for different work areas instead of zeroing in on a particular work area. This hence demonstrates that the system utilized in the review may not have any significant bearing to all occupation areas. The survey has obviously shown that employee motivation delivers a huge impact on organizational performance.

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