



Assessment of Effect of Employees' Motivation on Workers' Productivity: A Case Study of Selected Hotels in Ikeja Local Government Area of Lagos State, Nigeria

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Abstract. No doubt, employees are the most significant resources in any organization. Without them, the goals of the organization can hardly be achieved. The poor attitude of hotel management especially with regards to motivating their employees has been a major concern in industry and is severally reported to have adversely affected the quality of services rendered to customers and the level of turnover in the industry. This study examined the assessment of employees' motivation on workers' productivity (a case study of selected hotels in Ikeja Local Government Area of Lagos State, Nigeria). A total of one hundred and one (101) respondents were randomly selected and interviewed for the study through a specially designed questionnaire. Descriptive statistics such as frequency counts, mean and percentages estimation were used in analyzing the study data while Chi-Square statistical tool was used in testing the study hypotheses. Results revealed that majority (65.3%) of the respondents were *male* between the ages of 31-40 years were 44.6%, 68.3% (majority) of the respondent were married and educated 69.3%, the average years of working experience of the respondents 56.4% were 6-10 years, 55.4% of the respondents were promoted in the last two years and 56.4% (also majority) were in the *junior workers' category* with less than ₦100,000 monthly remuneration and majority of the respondent (64.5%) were worked for 12hours per day. The most effective fringe benefits being adopted by the hotels in the study area in terms of motivating their employees are sponsorship for personnel trainings, timely payment of salaries and bonuses, payment for extra time spent at work and provision of accommodation among others. In addition, treatment of workers with dignity and respect, access to health care facilities, annual presentation of awards and

promotion exercise are extrinsic factors that influence hotel workers' motivation in the study area. The study concluded that there is a significant relationship between socio-economic characteristics of the workers and the effect of employees' motivation on workers' productivity in the study area. The study recommends that management *should* be meticulous in the area of motivating their employees by rewarding or celebrating them through annual promotion exercise and presentation of awards. Employers should also give their employees the opportunity to acquire more knowledge and skills by sponsoring them to study abroad in related fields. Moreover, other motivational tools such as free healthcare services, transportation allowance, accommodation allowance and hazard allowance should be duly paid to employees in order to improve their performances.

Keywords: Motivation, Employee, Workers, Hospitality, Hotel, Productivity

1. Introduction

Hospitality industry is made up of groups of organizations such as hotels, restaurants and travel agencies that provide relevant services to their customers in a warmly acceptable manner. Today, the hospitality industry is one of the fastest growing economic sectors; involving a huge monetary investment (Ivica Batinic, 2013).

The staffers of any industry constitute the key resources to the industry's success. Human asset in the 21st century is considered the most important asset of any company (Hafiza, et. al., 2011). The employees account for a significant component of the

budget of higher productive institutions and have a major role to play in terms of achieving the aims and objectives of the industry. The performance of the employees, as well as managers, determines (to a palpable extent) the quality of employees as expressed (Marlina, et. al., 2018) that, “low job satisfaction can result in costly turnover, absenteeism, tardiness and even poor mental health”. It was further argued (Klonoski, 2011) that the most valuable and volatile asset of any institution is a well-motivated and stable workforce which is competent, dedicated and productive. Whether supervising an expansion of a firm's activities or cutting back on policies in response to sagging demand, a manager continually strives to draw a better return on his capital investment. When this effort is directed towards the human portion of the firm's capital, the manager focuses on a recurrent problem in business activity; thus “employee motivation”.

Employers' frequent habit of motivation is something that can positively influence an employees' contribution. If an employee is regularly able to contribute ideas and suggestions to solving problems at hand or regular work activities which translate to feeling of accomplishment, the feeling of high self-worth prevails over such an employee (Shahzadi et. al., 2014). This research work therefore examines how human action and employees in the hospitality industry could be motivated towards the achievement of organizational and personal goals and objectives. Employees' performance could be the catalyst for helping an organization to become more efficient. The connection between employees' motivation and performance could affect the organizational effectiveness. Therefore to optimize human capital, managers should understand how to motivate their employees (EK & Mukuru, 2013).

According to Singh (2013), motivation has both psychological and managerial meaning. The psychological meaning of motivation refers to the internal mental state of a person that relates to the initiation, direction, persistence, intensity and termination of behaviour. The managerial meaning of motivation, on the other hand, deals with the activity of managers and leaders to induce others in order to produce desired outcomes or achieve goals outlined by the organization or manager which conforms to a relationship between motivation, ability and performance. Since there is a wide variety of methods available for motivating staff, from recognizing the employees' achievements (by simply saying “thank you”) to more complex schemes which combine and set targets with fixed rewards (Hafiza, et. al., 2011). It will however look ridiculous for the team

responsible for motivation in the mining companies to attempt to motivate their employees when they do not know what motivate the employees.

Motivation, as it has been emphasized earlier, is a major concern of the managers. Managerial success is measured by the performances of a department, which is made up of the performances of individuals. Each employee's performance can raise or dwindle the overall productivity and managerial success. The big challenges here are how to motivate inept employees to realize their potentials and raise their level of productivity, and how to keep adept ones from going stale in their jobs but to learn more (Fajana, et. al., 2011). Motivation is the fundamental result of effective behaviour. Employees may be satisfied with some aspects of their jobs and at the same time be highly dissatisfied with other phases of the same job. So, there is the need for an in-depth comprehension of all the factors that would determine a satisfactory work and those that would cause dissatisfaction at work. There is also the need to understand each employee's personality and factors that will bring about satisfaction and motivate them or vice versa (Hameed, et. al., 2014). It is important to consider the ways of getting employees to perform their duties willingly and enthusiastically with job satisfaction. For instance, before an employee gets satisfied with his job, his problems, needs and aspirations have to be identified by the management so that the right steps could be taken either to solve his problems, meet his needs or achieve his dreams.

The concept of motivation is very pertinent in every organization because it goes in line with productivity. It is based on this fact that the efforts contributed by each employee depend on the satisfaction degree on the job (Singh, 2013). Noticeably, all organizations want to be successful even in the current highly competitive environment. Therefore, companies (irrespective of size and market) strive to retain the best employees and acknowledge their key roles and impacts on organizational performance. So, in order to surmount these challenges, hotels should build strong and positive bond with their employees and direct them towards achieving organizational goals. However, just few organizations consider the human capital as main asset and are capable of leading them to success.

If the managers can understand, predict, and control employees' behaviours and can know what the employees want from their jobs, then a little more needs to be done. Therefore, it is important for a manager to know the factors that really motivate his

or her employees without making mere assumptions. Making enquiry about the feelings of an employee about a particular situation provides accurate details about his needs. The closer one gets to the employee's perception to a given situation, the higher the feasibility towards influencing the situation. Thus, managers can boost effectiveness by getting a better grasp on the real needs of their employees (Chaudhary et. al., 2012).

Productivity refer to the physical relationship between the quantity produced (output) and the quantity of resources used in the course of production (input). It is the ratio between the output of goods and service and the input of resources consumed in the process of production. (Obasan 2012). Productivity is the measure of the relationship that exists between the total output and total input i.e

$$\text{Productivity (P)} = \frac{\text{Total Output (O)}}{\text{Total Input (I)}}$$

Productivity is the efficient use of resources e.g labour, capital, land, material, energy and information for the production of various goods and services. Higher productivity means accomplishment of more with the same number of resources or achievement of higher output in terms of volume and quality from the same input. Productivity captures our ability to transform our physical and human resources to achieve the desired results. It is essential to note that productivity improvement or the effective use of available resources gives assurance towards future growth and development in the organization. The contribution of productivity improvement shows that there has been a direct increase in quality of life in terms of the distribution of productive benefits (Obasan 2012). The purpose of this research work is to assess employees' motivation on workers productivity.

1.2 Statement of the Problem

The degree of the satisfaction derived from one's work place goes a long way to determine the contributions of an employee and an employee's length of stay in a hotel. In clearer terms, a staff member in a hotel may decide to leave an organization due to poor motivation while another is not willing to leave because of some benefits being enjoyed. As a result of the latter, production will be augmented and eventually there will be increment in salaries and wages, bonuses and some other incentives. This means that incentives are ways in which the hotel staff could be motivated. So, if this motivational technique is not met by an employee, the organization may have problems or challenges of

retaining an employee. Hence, low performance and productivity become the end result with job dissatisfaction. Sometimes, the employers in the hotel industry fail in the areas of delegation of responsibility and authority to their employees. This will have an adverse effect on them when carrying out certain tasks. This can also happen when employees are not being celebrated. Employees' morale will be negatively affected indirectly and will subsequently boil down to their general performance or productivity. Most employers of labor do not take these into consideration rather they resort to hiring staffers with the aim of dumping them whenever their services are no longer needed. Also, it has been discovered these days that most staffers in the hotel move from one hotel to another which is consequent to the fact that they want to stay in a place where they will be well paid and where they will derive other motivational benefits like service charge, transport allowances and good medical care. In connection to the facts which have analyzed, this work looks into the level of motivation on productivity.

1.3 Objective of the Study

The main objective of this study is to assess the effect of motivation on workers productivity in the hotel, while the specific objectives are to:

- describe the socio-economic characteristic of the respondents.
- examine the motivational techniques adopted in selected hotel.
- ascertain if motivation leads to higher productivity.
- assess the factors that encourages employers to motivate staff.

1.4 Hypothesis

The tested hypothesis in this work is stated in the null form as indicated below:

H₁: There is no significant relationship between socio-economic characteristics of workers and the impact of employee motivation on workers productivity in the study area.

2. Research Methodology

2.1 Study Area

The setting of this study is Ikeja town, the capital of Lagos State which is 10.5 miles (17km) from Northwest of Lagos, South-western Nigeria. Originally occupied by the Yoruba people, the locality was raided for slavery till the mid-19th

century. Early in the 20th century, it became an Agricultural Hinterland for Lagos. Initially, kolanuts were first grown in Nigeria in this area, but the opening of the Lagos-Ibadan railway in 1901 and the growth of Lagos as a port transformed Ikeja into a residential and industrial zone of the city. In the mid-1960s, an industrial estate was established and in 1976, Ikeja became the capital of Lagos State. Ikeja has a viable road network that connects all parts of the Local Government which gives accessibility to various hotels within the Local Government Area. Examples of such roads include Obafemi Awolowo way, Mobolaji Bank Anthony Way, Allen Avenue, Opebi Link Road, Kodesho Road, Oba Akran Road and others. Major mode of transport is road. The area is also linked to Ikeja Airport and Muritala Mohammed Airport which is an added advantage to the hotel businesses in this area. Other major facilities that support the hotel industry in the area are the Police Headquarters, the General Hospital, Standard Markets, the Computer Village and Bus Terminus. It is pertinent to mention that Ikeja is one of the 774 Local Government Areas (LGAs) in Nigeria. Prior to the emergence of military rule in the early 1980s, Ikeja was a well-planned, clean and serene residential environment with shopping malls, pharmacies, government reservation areas, airport and hotels. The population of this research covers selected employees of some hotels like Sheraton Hotel, Radisson Blue Hotel, Ibis Hotel, House J Hotel and Regent Luxury and Suites Hotel which are all located in Ikeja Local Government Area.

2.2 Sampling Technique and Sample Size

A multi-stage sampling technique was adopted to select the respondents. Firstly, Ikeja Local Government Area of Lagos State has 92 registered hotels. Secondly, 10% of the hotels were selected for the study to give a total number of nine hotels, and lastly 9.2% of the staffers were selected from each

hotel to give a total number of 101 sampled respondents.

2.3 Sources of Data and Methods of Data Collection

Primary and secondary data were used for the study and structured questionnaires were administered on the hotels while data were equally obtained from relevant literatures, journals, internet, newspaper and bulletins. The dependent variable was employees' motivation on workers productivity in the study area. The independent variables include socio-economic characteristics of hotel workers.

3. Results and Discussions

The findings in Table 1 revealed the socio-economic characteristics of the respondents as 65.3% were male which is against 34.7% of those that are female. Majority of the respondents (44.6%) were between the ages of 31-40 years. Also, the research indicates that 69.3% of respondents were OND certificate holders while 29.7% were HND/ B.Sc. certificate holders. Again, the results revealed that the majority of the respondent (64.5%) worked for 12hours per day. This indicate that most hotels in the study area operate two shifts per day. In terms of years of working experience of respondents, the study reveals that 56.4% of them had between 6-10 years working experience with 55.4% of them being promoted in the last two years while 44.6% were not promoted. Still consequent to the study, it was deduced that 56.4% of the respondents were in the junior workers' category while 35.6% were in the senior staff categories with 7.9% in the management level. In addition, the result indicated that majority (56.4%) of the workers received less than N100,000 as their monthly income, 24.8% receive between N100,000-N200,000 while 7.9% received between N201,000-N300,000 as income.

Table 1: Socio-Economic Characteristics of the Respondents

Socio-Economic Characteristics	Frequency	Percentage
Gender		
Male	66	65.3
Female	35	34.7
Age		
21-30 years	26	25.7
31-40 years	45	44.6
41-50 years	30	29.7
Marital status		
Single	17	16.8
Married	69	68.3
Widow	3	3.0
Separated	12	11.9
Educational qualification		

Secondary education	1	1.0
OND	70	69.3
HND/B.Sc	30	29.7
Number of working hours		
8hours	24	23.8
12hours	65	64.5
24hours	12	11.9
Years of working experience		
0-5 years	33	32.7
6-10 years	57	56.4
11-15 years	11	10.9
Have you been promoted in the last 2 years		
No	45	44.6
Yes	56	55.4
Management position		
Management staff	8	7.9
Junior staff	57	56.4
Senior staff	36	35.6
Income		
Below N100,000	57	56.4
N100,000-N200,000	25	24.8
N201,000-N300,000	8	7.9
N301,000-N400,000	11	10.9
Total	101	100.0

Source: Field Survey, 2019.

Types of Motivation adopted by the Hotel

Fringe benefits are essential motivational factors as they are integral to the development of corporate industrial relations. Therefore, the results presented in Table 2 indicate that the most effective fringe benefit being adopted by the hotels in the study area in terms of employees' motivate ion is personnel training and overseas sponsorship programme as being indicated by the mean of (M= 3.89), payment for extra time spent at work as being shown through the mean of (M=3.77), sponsorship to study abroad on related fields as indicated by the mean of (M= 3.89), provision of accommodation and transport facilities as indicated by the mean of (M=3.76), working in a conducive environment as indicated through the mean of (M= 3.61). According to the study also, training motivates employees as it ensures that employees perform their jobs with ease. In conclusion, the study also shows that training ensures highly skilled employees with increased self-esteem, commitment and motivation. These findings goes in line with Olajide (2000) who highlights that high productivity in an organization depends on the level of motivation and the effectiveness of the workforce. Therefore, the fact that staff training comes at the center of motivating workers is established.

Table 2: Types of Motivation adopted by the Hotel.

Statement	SA		A		D		SD		Mean
	Freq	%	Freq	%	Freq	%	Freq	%	
Would you be more committed to your job if your salary is enhanced?	50	49.5	51	50.5	-	-	-	-	3.50
Will the assurance of job security motivate you to work optimally?	69	68.3	26	25.7	-	-	6	5.9	3.56
Does working in a conducive environment have any impact on your performance?	74	73.3	21	20.8	-	-	6	5.9	3.61
Does the quality of equipment have any impact on your performance?	40	39.6	49	48.5	-	-	12	11.9	3.16
Would you be more committed to your job if the organization provides personnel training which is beneficial to your future?	90	89.1	11	10.9	-	-	-	-	3.89
Would you be more dedicated to your job if you are being paid for extra time spent at work?	81	80.2	17	16.8	3	3.0	-	-	3.77
Would you be more competent to your job if the	90	89.1	11	10.9	-	-	-	-	3.89

organization provides sponsorship to study abroad on related field?									
Would you be more committed to your job if the organization provides you an accommodation and transport?	77	76.2	24	23.8	-	-	-	-	3.76
Would you be more committed to your job if your organization provide you free medical care?	70	69.3	19	18.8	-	-	12	11.9	3.46
GRAND MEAN									3.62

Source: Field survey, 2019.

The result from the Table 3 indicates that among the respondents of hotel industry in the study area, 52.5% have low level of motivation adoption while about 47.5% have high level of motivation adoption.

Table 3: Showing motivation adoption level in the hotel industry in the study area

Motivation type adoption level	Frequency	Percentage
Low adoption level of motivation	53	52.5
High adoption level of motivation	48	47.5
Total	101	100.0

Source: Field Survey, 2019

The Effect of Motivation on Workers' Productivity

The results in Table 4 show the impact of motivation on workers' productivity in the hotels in regards to the study area. The results revealed that payment of salaries and bonuses as at and when due shown by the mean of (M= 3.70) was found to very effective as it can speedily increase workers' productivity. In addition, the respondents indicated that certain bonuses (when hotel total expenditure does not exceed hotel purchasing target at the end of the month) will encourage productivity as indicated in the mean of (M= 3.14). This therefore depicts that payment of salaries and bonuses as at and when due and certain bonus, when hotel total expenditure does not exceed hotel purchasing target at the end of the month, are the determinant factors that increase hotel workers' productivity in the study area. This is in line with Akintoye (2000) assertion that money remains the most significant motivational strategy and therefore as Banjoko (1996) states, many managers use money to reward or punish workers.

Table 4: The Effect of Motivation on Workers Productivity

Statement	SA		A		D		SD		Mean
	Freq	%	Freq	%	Freq	%	Freq	%	
Will payment of salaries and bonuses as at when due propel your commitment to work harder?	71	70.3	30	29.7	-	-	-	-	3.70
Your superiors should always reward extra effort put in by staff to make the organization remain ahead of competitors. Do you think so?	38	37.6	27	26.7	30	29.7	6	5.9	2.96
Has your organizational policy on accommodation and transportation for staff lead to better productivity?	35	34.7	24	23.8	40	39.6	2	2.0	2.91
Would the provision of fringe benefits enhance your commitment to work?	36	35.6	41	40.6	18	17.8	6	5.9	3.06
Do you think that certain bonus on hotel sales target encourage your productivity?	41	40.6	15	14.9	26	25.7	19	18.8	2.77
Has your organization policy on occupational hazard allowances for staff lead to better productivity?	42	41.6	37	36.6	5	5.0	17	16.8	3.03
Do you think that certain bonus when hotel total expenditure did not exceed hotel purchasing target at the end of the month will encourage your productivity?	45	44.6	31	30.7	19	18.8	6	5.9	3.14
GRAND MEAN									3.08

Source: Field Survey, 2019.

The analysis result from the Table 5 presents that about 51.5% of the respondents in the study area were on the high-level motivation impact while 48.5% were on low level motivation impact.

Table 5: Showing motivation effect level on workers' productivity in the study area

Motivation impact level	Frequency	Percentage
Low level motivation impact	49	48.5
High level motivation impact	52	51.5
Total	101	100.0

Source: Field Survey, 2019.

Factors that encourage Workers Motivation

The result presented in Table 6 indicates the factors that can encourage employers to motivate employees as regards the study area. The results shows that treatment of workers with dignity and respect by colleagues and bosses shown by the mean of (M= 3.02) was found to be very effective in motivation of the workers. The respondents' responses showed that access to health care facilities as indicated in the mean of (M= 3.07), yearly promotion as shown by the mean of (M= 3.31) and yearly award as shown in the mean of (M= 3.36) are effective in encouraging the workers' motivation. Therefore, that treatment of workers with dignity and respect, access to health care facilities, annual awards and promotion are extrinsic factors that influence workers' motivation among the hotel workers in the study area is factual.

Table 6: Factors that encourage Workers Motivation

Statement	SA		A		D		SD		Mean
	Freq	%	Freq	%	Freq	%	Freq	%	
Compared with other organization, are you satisfied with your salary?	28	27.7	24	23.8	29	28.7	20	19.8	2.56
Would you be more dedicated to your job if you are being treated with dignity and respect by other people (Boss and colleagues)	30	29.7	57	56.4	-	-	14	13.9	3.02
free health care policy provided to the organization increase your dedication to work?	44	43.6	32	31.7	5	5.0	20	19.8	2.99
Are your effort appreciated when you discharge your duties effectively?	34	33.7	41	40.6	16	15.8	10	9.9	2.98
Do you have access to health care facilities?	37	36.6	38	37.6	22	21.8	4	4.0	3.07
Do you think that yearly promotion motivate your productivity?	48	47.5	42	41.6	5	5.0	6	5.9	3.31
Do you think that yearly award motivate your productivity?	53	52.5	37	36.6	5	5.0	6	5.9	3.36
GRAND MEAN									3.01

Source: Field Survey, 2019.

Hypothesis testing

The results of the hypothesis test of relationship between socio-economic characteristics of the workers and the impact employees' motivation on worker's productivity as presented in the Table 7. Results revealed that there was significant relationship ($p < 0.05$) between the socio-economic characteristics of the workers and motivation. This implies that age, sex, marital status, education and working experience of the respondents were associated with the impact employees' motivation on worker's productivity

Table 7: Chi-square Analysis of Relationship Socio-Economic Characteristics of Workers and the Effect of Employees' Motivation on Workers' Productivity

Socio-economic characteristics	Motivation		χ^2	d.f	p-value	Decision
	Total (n = 101)					
Sex	Low	High				
Male	42 (63.6)	24 (36.4)	9.51	1	0.02	Significant
Female	11 (31.4)	24 (68.6)				
Age (years)						
21-30	15 (57.7)	11 (42.3)	6.41	2	0.04	Significant
31-40	28 (62.2)	17 (37.8)				
41-50	10 (33.3)	20 (66.7)				
Marital status						
Single	3 (17.6)	14 (82.4)				
Married	38 (55.1)	31 (44.9)				

Widow	0 (0.0)	3 (100.0)				
Separated	12 (100.0)	0 (0.0)	22.6	3	0.00	Significant
Education						
Secondary	0 (0.0)	1 (100.0)				
O.N.D	39(55.7)	31 (44.3)				
H.N.D/B.S.c	14 (46.7)	16 (53.3)	1.81	2	0.41	Not significant
NUMBER OF WORKING HOURS						
8 hours	14 (46.7)	10(33.3)				
12 hours	38(55.1)	15(57.7)				
24 hours	10(33.3)	2(17.4)	6.82	2	0.04	Significant
Working experience						
0-5	12 (36.4)	21 (63.6)				
6-10	32 (56.1)	25 (43.9)				
11-15	53 (52.5)	48 (47.5)	7.54	2	0.02	Significant

Source: Field Survey, 2019

4. Conclusion

In conclusion, the study assessed effect of employees' motivation on workers' productivity in some hotels in Ikeja Local Government Area of Lagos State, Nigeria. Hotel industry (as hospitality category) needs employees who are satisfied with their work and will be able to perform in an effective manner. The most effective fringe benefits being adopted by the hotels in terms of motivating their employees are sponsorship for personnel trainings, timely payment of salaries and bonuses, payment for extra time spent at work and provision of accommodation among others. In addition, treatment of workers with dignity and respect, access to health care facilities, annual presentation of awards and promotion exercise are extrinsic factors that influence hotel workers' motivation. The study concluded that there is a significant relationship between socio-economic characteristics of the workers and the effect of employees' motivation on workers' productivity in the study area. Motivation is very crucial to hotel employees and the performance is very important to the management, so the two depends on each other, and the relationship of the two (motivation and employees' performance) are clearly proven by this study.

5. Recommendations

Based on the findings of the study, the following are the recommendations that need to be considered by hotel management in order to retain their employees, reduce turnover and improving performance:

- Apart from focusing on monetary incentives, there are number of other motivational factors that need to be incorporated within the practices. When the hotel total expenditure does not exceed purchasing

target at the end of the month, certain bonuses should be paid to the employees.

- Management should be meticulous in the way they motivate their employees. This means that it is better if the management should do some things such as annual promotion and presentation of award which will always remind an employee of a good job done so as to serve as an example to others.
- It should also be noted that when employees spend extra time at work, there should be an extra payment for the overtime done in order to motivate them and serve as an example for others.
- Another strong approach being recommended is that employers should give their employees the opportunity to acquire more knowledge and skills through sponsorship to study abroad in a related field.
- Provision of other motivational tools such as free healthcare, transportation allowance, accommodation allowance and hazard allowance should be provided for the employee to improve performance.

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