

EMPLOYEES MOTIVATION IN A COMPETITIVE SERVICE AND MANUFACTURING SECTORS PERFORMANCE

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ABSTRACT

In a competitive business climate employee's motivation and resourceful integration into the organization operational and business activities remains a vital competitive tool in today's competitive business climate. Unmotivated and weak employee's integration erodes organizations competitive prowess. Employee's motivation drives customer satisfaction, productivity and job satisfaction. The financial and non-financial motivation of training and development, recognition and allowances were identified as employee's motivational elements. The sample of 181 was determined through the Krejcie and Morgan's sampling table. The Classical Linear Regression and correlation matrix were the prime technique of analysis. Customers satisfaction measured organizational performance while training and development, recognition and allowances measure employee's motivation. Findings revealed that financial and non-financial employee's motivation impact positively and statistically on customer's satisfaction. Also factor such as job enrichment, Promotion (where promotion is not visible horizontal moves motivate employee's new and different job build employee's skills and knowledge; renew interest in their work.

Keywords: Allowance, employee's motivation, organizational performance, customer's satisfaction.

INTRODUCTION

Employees dissatisfaction negatively affect and diminishes the firm's performance through customer's dissatisfaction and loss of competitive advantage prowess. It's the prevailing problem in *human resources management specifically in the service and manufacturing sectors in Nigeria*. The Nigerian service sector accounts for 54.1% and 56.9% contribution to GDP between 2010 and 2017 respectively. The sector also accounts for the highest rate of employment at 57.4%. According to PricewaterhouseCoopers (PWC) analysis, a unit (1%) increase in the service sector growth increases the employment rate at 0.5%. The introduction of robotics (automated machines) into the service and manufacturing sectors operational activities has greatly challenge employee's motivation and firm survival in a competitive climate. Human resources management is the fulcrum of other operational activities in any organization.

Buelens, Broeck, Vanderheyden, Kreitner, and Kinicki (2006) report that a creative employee's motivation and job satisfaction are one of management's most arduous and essential obligations (Hauser, 2014).

Evidence from developed business climate revealed that in a competitive labour market, productive employee's retention and management is firms most tasking duty, given the hunt for productive unmotivated and un-satisfy employees (Connie & Ismail, 2015).

Studies conducted in various national and multinational organizations in developed and emerging countries of, China, Germany, Indonesia, US, UK, Ghana, Kenya, and South Africa acknowledged organizational performance as a product of adequate employee's motivation along with a multitude of operational variables. A meta-analysis on the effects of incentives on performance revealed that on the average all job incentive programs increase performance by 22% (Robescu & Iancu, 2016). Rizwan and Mukhtar (2014), observe that employee's satisfaction is central in valuing organization performance.

Tariq, Ramzan, and Riaz, (2013) argue that factors motivating employees varies in direct proportion to their needs. Findings revealed that most employees are motivated by tangible factors (allowances and promotion). While others are motivated squarely by intangible factors (mutual and moral obligations to associates, training, recognition).

The question this study tries to address is whether financial or non-financial motivation, motivate employees better? The Nexus is widely discussed by many researchers and professionals giving birth to opposing views. Exploring and ascertaining areas of employee's motivation and the require climate for all employee's to derive maximum motivation and enhance the organization competitive prowess becomes vital in human resource management. Especially since the carrot and stick technique is no longer prized in today's competitive business climate.

REVIEW OF RELATED LITERATURE

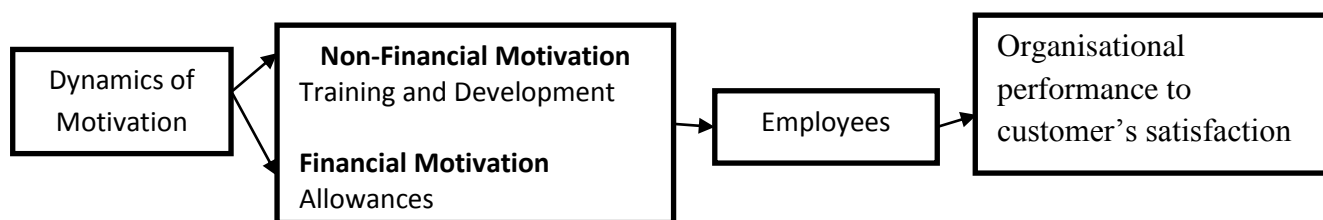
Motivation is coined from the Latin word "*movere*" meaning "to move" (Vroom, 1964). It's mental will power guiding an individual's behaviour, strength, and determination, when faced with obstacles to achieve set objective. Motivation in the context of performance takes on factors, or zeal instigating employee to pursue and try to realize set objectives. Such factors form the pivot of why employee act and behave in a certain manner (Heathfield, 2015). Guay et al (2010) as cited in Connie and Ismail, (2015) describes motivation as the strategic cause of the behaviour.

Duică, (2008);

categorize motivation into internal and external forces responsible for certain actions or activity performed by an individual, towards attaining definite goals (p.142).

George and Jones (2012) classified motivation into; Intrinsic and Extrinsic.

- a. Intrinsic motivation grows from an employee's internal passions to accomplish a set objective out of self-interest rather than passions or motivation from external factors of reward.
- b. Extrinsic motivations are external factors such as job security, training, and development, propelling employee's determination to achieve set goals and objectives. Inadequate extrinsic employee's motivation decreases customer dissatisfaction, organizational performance, and loss of business competitive advantage prowess.

Figure 1: Employee Motivation Framework

Sources: Researcher computation (2018)

The Intrinsic and Extrinsic employee motivation can best be analyzed under the financial and non-financial motivators.

Financial Motivator

Allowances: Allowances influences, satisfies and provides for employee's essential needs for survival (security, immediate wants, and self-esteem). Aamir et al, (2012), opine that there is a positive relationship between all forms of allowances on employee's motivation and retention. Financial rewards boost employee's self-esteem and provide for the basic necessity of life (Yousaf et al, 2014). Empirical studies in developed and emerging business climate identified financial motivation as a good motivator, while other studies, neglect it and argue that financial motivation is not basic a motivating factor for every employee, and not in every circumstance rather job satisfaction (Tariq et al, 2013).

Non-Financial Motivators

Job Satisfaction

Job satisfaction of job security, resourceful personal and mutual working relationships, and job specifications motivates and enhance performance. Job satisfaction is an integrated module of physiological and ecological conditions to achieve maximum job satisfaction (Hoppok and Spielgler (1938) as cited in Berberoglu, 2018).

Sell and Cleal (2011) studied employee's reaction in a hazardous working environment with high monetary benefits and non-hazardous work environment with low monetary benefits. Psychosocial and favourable working climate impact on job satisfaction. Increase in monetary benefits and rewards does not improve the dissatisfaction level among employees. The findings of Sell and Cleal (2011) was further buttressed by Chandrasekar (2011) on favourable working climate enhancing employee's ability, increase productivity, customer satisfaction, and organization profitability. Chandrasekar (2011) noted that management and employee's interpersonal interactions and recognition play a central role in overall job satisfaction rather financial motivation.

Recognition

Recognition boost employee's self-esteem and customer loyalty to the brand and in turn drive organizational performance (Ibrar, Khan, 2015). Recognition is a vital technique in employee and customer retention. Customers are co-producers and brand managers of organization products and services. Social club, company dinners and sporting teams with customer's boost employee's self-esteem and customer's relationship to organization profitability. Robescu and Iancu, (2016) report a Pool Maritz study conducted in 2005 on 1,002 employees.

Pool Maritz observe that verbal praise is the major form of recognition; 50% of the employees resort to verbal praise while 40% prefer praise written. Pool Maritz noted that personality determines the form of recognition; most employees prefer public recognition. In summary, employees agree that recognition motivates and affect their performance. Recognition positively influences employee motivation.

Training and Development

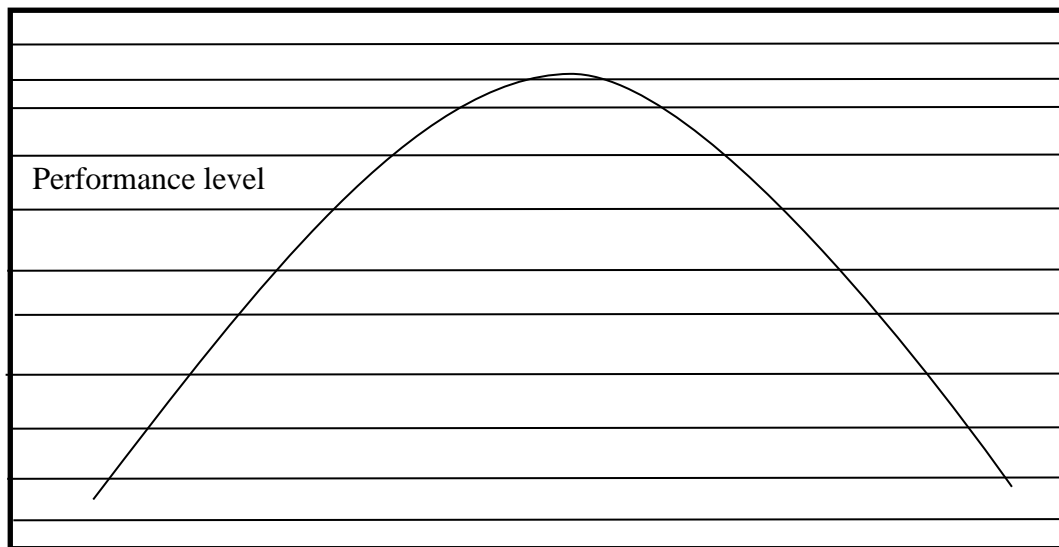
Employees training and development increases organization knowledge-based, quality of services and method of service delivery. It is vital in human resources management (Tahir, Yousafzai, Jan, Hashim, 2014). Training and development are of twofold benefit to employees, and the organization. Employees creative and innovative thought are inspired, through training to achieve organizational goals (Rowold, 2007; Switzer et al. 2005). Distinctive skills, knowledge, and capacities to execute distinctive tasks motivate (Sharma & Shirsath, 2014). Mikoluk, (2013) identify soft skill training as a vital prerequisite. The purpose of the soft skills training and practicing isn't only to interact with colleagues at work, but with customers also. It inculcates and allows a positive attitude towards, colleagues, customers, and superiors.

Organizational Performance and Customer Satisfaction

Organizational performance is a measure of customer's satisfaction achieved through employee's motivation to proffer quick decisional solutions to problems shackling the growth and development of the organization. Employee's self-sufficiency increases the productive capacity of the organization and employee's capacity to embrace new challenges and proffer quick decisional solutions.

Schermerhon, Osborn, Bien, and Hunt (2012) argue that business automation impacts significantly on organizational performance in a variety of ways, human resources form the fulcrum for organization advancement and strategies to sustain its competitive advantage prowess. Organizational performance is a pooled of employee's performance (Berberoglu, 2018).

Robescu and Iancu (2016) argue that a motivated employee without the mandatory skill set cannot perform. Motivation and performance cannot be treated as comparable phenomena. Skill and motivation drive performance in a competitive climate. In explaining the nexus between motivation and performance through existing data. They observe that the nexus is a function of inverted U.

Figure 1: Hypothetical relations between motivation and performance level

Source: Robescu and Iancu (2016)

Robescu and Iancu (2016) explained the nexus in two ways:

1. Assumed that a high level of motivation reduces the cognitive field.
2. People motivated are afraid of failure and this result leads to lower performance.

Other factors such as restriction from superiors and working climate affect motivate (Hall, 1994; Baron, 1994 cited in Robescu & Iancu 2016)

The Benefits of Motivated Employees to Organisational Performance

1. Presence at work
2. Loyalty to the organization
3. Customer retention
4. Resourceful customer service delivery

THEORETICAL FRAMEWORK

The Hierarchy Needs Theory

The Hierarchy Needs Theory was propounded by Abraham Maslow in 1954, it groups employee's needs into; physiological needs, security needs, belongingness needs, esteem needs, and self-actualization needs. Employees are predominantly motivated to satisfy their physiological needs of the basic necessity of life (food, water, and other factors necessary for survival) before considering other needs. Once the physiological needs are fulfilled. The employee climbs the hierarchy in the quest to fulfill the Security needs, the belongingness needs of friendship, love, and acceptance, the self-esteem need and the self-actualization needs. According to Maslow, all employee's needs can't be fully satisfied. Fully satisfied needs do not motivate employees.

Equity Theory

Employees engage in motivational factors compared with those of relevant organizations in the bid to remain motivated or demotivated. The sensitivity of employee's effort and reward (*financial and non-financial*) in comparison to relevant organizations influences performance. Equity subsists when an employee remark that efforts to rewards received is in direct proportion with others to whom comparison is made.

Inequity subsists when an employee remark that efforts to rewards received are negatively linked with organizations to whom comparison is made. Motivational inequalities are measure; Under-reward” and “Over-reward”.

Two - Factor Theory

The Fredrick Herzberg’s two-factor theory of 1959, takes its root from the Maslow’s hierarchy of needs. The two-factor theory examines employee’s motivation under hygienic factors of favorable working climate and job satisfaction. Unstable working climate demotivates employee’s, decreases job satisfaction and performance. Favorable working climate motivates and increases job satisfaction and performance. The theory established a positive and significant relationship between employee’s motivation and performance. Performance measures the degree of employee’s motivation through feelings of success, growth, training, and development.

Burney et al, (1991) noted that the organization performance level is not only a function of collective employee’s skills but also the motivational level of each employee.

Fulmer et al (2003) report that proficient employee’s business relationship with customer’s impact positively on customer’s satisfaction level. Employees providing direct services to customers are organization image and brand ambassador in building competitive advantage. Bakotic and Babic (2013) revealed that employees under problematic working conditions are dissatisfied and unmotivated. Substantiating the finding of Sell and Cleal (2011).

Tariq et al (2013) revealed that workload, meager salary, and job stress in the telecom sector dissatisfied and negatively influenced performance to customer satisfaction.

METHODOLOGY

The study adopts the survey design along with a quantitative approach to data collection, to examine theories and test the hypothetical effect of employee’s motivation on performance to customer satisfaction in a competitive business climate. The population of 340 and the Sample size of 181 was determined through the Krejcie and Morgan’s sampling table. The quantitative approach explains the interaction between the dependent and independent variables through test and examination of the cause and effect (Hassan, 2014). The population consists of employees of banks, telecommunication and manufacturing sectors, customers and subscribers to the various telecommunication network providers in Nigeria.

181 questionnaires were distributed by hand and email, to employees and customers. A total of 175 was collected back. 7 were found to be inadequately filled, and they were left out of consideration. A total of 168 returned questionnaires was used to analyze the effect of employee’s motivation on organizational performance and customer satisfaction.

The rationale for picking employees from various sectors is to examine the impact of the various models of employee’s motivation for customer satisfaction and organizational performance and established a generalized result on the vast population. Customers and subscribers where pick at random. The questions were simplified and straight forward to the understanding of the various respondents.

Validity and Reliability Test

The validity test is determined through an accurate measurement process. The reliability test measures the items in a questionnaire which act as the indicators of the variables. According

to Nunually (1978), the Cronbach alpha coefficient 0.7 above serves as the best measure of research validity and reliability.

Table 1: Variables Measurement

Independent Variables	Measurement
Employees Motivation	Training and Development Allowances Recognition Job Satisfaction (Job security)
Dependent Variable	
Organizational performance	Customer and Subscribers Satisfaction and Loyalty

Sources; Researcher computation (2018)

Model Specification

The regression equation formulated based on the information obtained is as follows:

$$\text{CUSAT} = \beta_0 + \beta_1 \text{TRDE}_1 + \beta_2 \text{ALLO}_2 + \beta_3 \text{RECO}_3 + \beta_4 \text{JOBST}_4 + \mu \dots \text{eq (1)}$$

Where; CUSAT = Customers Satisfaction and Loyalty,

TRDE = Training and Development,

ALLO= Allowances,

RECO= Recognition,

JOBST = Job Satisfaction,

μ = Error term

RESULTS AND DISCUSSION

Table 2: Descriptive Analysis

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
What motivates you (Training and development)	168	2.6548	1.62683	.268	.187	-1.503	.373
What motivates you (Allowances)	168	2.9702	1.22071	-.103	.187	-.897	.373
what motivate your loyalty as a customer (Recognition)	168	2.7321	1.35573	.425	.187	-1.112	.373
Do you agree that employee's motivation increase customers satisfaction	168	1.9464	.79864	.097	.187	-1.424	.373
Job Satisfaction	168	2.9702	.86465	-.280	.187	-.914	.373
What motivates you (Training and development)	168	2.5417	1.26138	.648	.187	-.750	.373
Valid N (listwise)	168						

Sources; Researcher computation (2019)

Table 2 above displays aggregative averages of mean, median along with measures of spread and variation like standard deviation. Skewness measures the degree of symmetry and kurtosis degree of peakedness of the observation.

The results on skewness and kurtosis suggest a departure from normality. The results above are not strong enough to discredit the goodness of the data for analyses.

The descriptive design examines the demographic data of the respondents in Table 3. The profile of the respondents collected consist of gender, age, education, and years of experience. A total of 168 respondents responded to the survey questionnaires. Descriptive data indicate that female employees and customer's respondent's stood at (56.0%) and (70.2%) respectively while Male employees and customers stood at (44.0%) and (56.0%). By implication the majority of the respondents were females. The average age of all the respondents is 3.1667.

Descriptive data illustrates that (17.3%) of the respondents had postgraduate education, while (38.7%) undergraduate, (25.6%) Diploma and (18.5%) secondary education. Descriptive data illustrates that (43.5%) of the employees have 0-5 years' experience, (37.5%) 5-10 years' experience and (19.0%) 10 years and above.

Descriptive data illustrates that (17.9%) of the respondents are employees of the bank, (16.1%) telecommunication, (14.9%) manufacturing companies and (51.2%) customers and subscribers of the bank, telecommunication network providers and manufacturing companies in Nigeria.

Table 3 Employee's, Customers and Subscribers Demographics

Employee's Demographics				Customers and Subscribers Demographics	
		Frequency	Percent	Frequency	Percent
Gender	Male	74	44.0	50	29.8
	Female	94	56.0	118	70.2
Age	18-20	33	19.6		
	30-40	22	13.1		
	20-30	55	32.7		
	40above	58	34.5		
	Mean		3.1667		
Qualifications	Postgraduate	29	17.3		
	Undergraduate	65	38.7		
	Diploma	43	25.6		
	Secondary education	31	18.5		
Years of Experience	0-5	73	43.5		
	5-10	63	37.5		
	10 above	32	19.0		
Respondents by Sector	Bank	30	17.9		
	Telecommunication	27	16.1		
	Manufacturing	25	14.9		
	customers and subscribers	86	51.2		
	Bank	30	17.9		
	Telecommunication	27	16.1		

Sources: Researcher computation (2019)

Table 4: Results of validity and reliability Statistics

Cronbach's Alpha	N of Items
.710	6

Sources: Researcher computation (2019)

Table 4 the results indicate that Cronbach's alpha of employee motivation and customer satisfaction is .710 establishing a high level of internal consistency which is an acceptable level of reliability.

The regression equation is consistent with the result content in table 5 coefficient

$$\text{CUSAT} = \beta_0 + \beta_1\text{TRDE}_1 + \beta_2\text{ALLO}_2 + \beta_3\text{RECO}_3 + \beta_4\text{JOBST}_4 + \mu \dots \dots \dots \text{eq (2)}$$

$$\text{CUSAT} = 1.647 + 0.058 \text{TRDE} + 0.116\text{ALLO} + -0.118\text{RECO} + 0.029 \text{JOBST}$$

$$\text{SE} = [0.255] \quad [0.40] \quad [0.046] \quad [0.084] \quad [0.59]$$

$$\text{T} = (6.460) \quad (1.453) \quad (2.513) \quad (1.406) \quad (0.493)$$

Table 5: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.262 ^a	.069	.040		.78246	.759

a. Predictors: (Constant), Job Satisfaction, Training and development, Allowances, Recognition.

b. Dependent Variable: Customer Satisfaction and Loyalty

Sources; Researcher computation (2019)

Table 6: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.336	5	1.467	2.396	.040 ^b
	Residual	99.182	162	.612		
	Total	106.518	167			

a. Dependent Variable: Customer Satisfaction and Loyalty

a. Predictors: (Constant), Job Satisfaction, Training and development, Allowances, Recognition

Sources; Researcher computation (2019)

Table 5 report model summary and the fitness of the regression model. Samontaray (2010) the higher the value of the R² the more robust the regression model. The R² of 0.69 (69%) is the coefficient determinant explaining the variation in the dependent variable as accounted for by the independent variables with an unexplained variation of 31%.

The F-statistics of 2.396 and the corresponding probability value of 0.040, shows that the overall result is statistically significant for a robust analysis.

Employee's motivation has a positive and significant impact on organizational performance through customer's satisfaction at 5% significant level.

Table 6 shows the ANOVA results report that the independent variables statistically and significantly predict an impact on the dependent variable, $F = (5,162) = 2.396$, $P < 0.040$. The ANOVA result further validates the robustness of the regression analysis. Employee's motivation positively and significantly drives organizational performance through customer's satisfaction.

Table 7: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.647	.255		6.460	.000		
What motivates you (Training and development)	.058	.040	.118	1.453	.148	.866	1.154
What motivates you (Allowances)	.116	.046	.197	2.513	.013	.937	1.067
what motivate your loyalty as a customer (Recognition)	-.118	.084	-.128	1.406	.162	.696	1.437
Do you agree that employee's motivation increase customers satisfaction	.036	.050	.057	.720	.473	.915	1.093
Job Satisfaction	.029	.059	.045	.493	.623	.697	1.435

a. Dependent Variable: Customer Satisfaction and Loyalty

Sources; Researcher computation (2019)

$$\text{CUSAT} = 1.647 + 0.058 \text{TRDE} + 0.116\text{ALLO} + -0.118\text{RECO} + 0.029 \text{JOBST}$$

From the result in table 7, it can be inferred that a 1% increase in employee's training and development increases customer's satisfaction at 58%. 1% increase in employee's allowances increases customer's satisfaction at 16% and job satisfaction at 29% while 1% decrease in employees and customers recognition decreases customers satisfaction and employee's motivation at 18%. To ensure robust and efficient employee's motivation, employee's effort and customers patronage must be recognized by the management.

Table 8: Correlation Between Variables and Descriptive Statistics

		What motivates you (Allowances)	Job Satisfaction	what motivates your loyalty as a customer (Recognition)	what motivate you (Training and Development)	Do you agree that employee's motivation increase customers satisfaction	
Pearson Correlation	1						
Sig. (2-tailed)							
N	168						
Job Satisfaction	Pearson Correlation	.284**	1				
	Sig. (2-tailed)	.000					
	N	168	168				
What motivates you (Allowances)	Pearson Correlation	.061	.187*	1			
	Sig. (2-tailed)	.432	.015				
	N	168	168	168			
what motivate your loyalty as a customer (Recognition)	Pearson Correlation	.115	.054	.213**	1		
	Sig. (2-tailed)	.139	.490	.005			
	N	168	168	168	168		
what motivate you (Training and Development)	Pearson Correlation	.303**	.504**	.065	-.046	1	
	Sig. (2-tailed)	.000	.000	.405	.557		
	N	168	168	168	168	168	
Do you agree that employee's motivation increase customers satisfaction	Pearson Correlation	.182*	.049	.162*	.088	.191*	1
	Sig. (2-tailed)	.018	.525	.035	.254	.013	
	N	168	168	168	168	168	168

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

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

Sources; Researcher computation (2019)

From the results in table 8, it can be inferred that there is a positive and significant correlation between an employee's motivation and organizational performance through customers satisfaction. The motivational component (Allowance, Training, and Development, Recognition, Job Satisfaction). Employees allowance revealed that customer satisfaction has a statistically significant relationship with employee's motivation in Nigeria as $r_1 = 0.061$, $p < 0.05$.

Job satisfaction proxy by Job security has a statistical and positive significant relationship with employee's motivation in Nigeria as $r_2 = 0.284$, $p < 0.05$.

Recognition has a statistical significant relationship with employee's motivation in Nigeria as $r_1 = 0.115$, $p < 0.05$.

Employees training and development has a statistical and positive significant relationship with employee's motivation in Nigeria as $r_3 = 0.303$, $p < 0.05$.

Increase in employee's motivation increases customer's satisfaction at $r_4 = 0.182$, $p < 0.05$.

From the tested hypotheses it can be inferred that;

- a. There is a positive and significant relationship between financial motivation on organizational performance in Nigeria.
- b. There is a positive and significant relationship between employee's non-financial motivation on organizational performance in Nigeria.

The study results sustained that the tested hypotheses are accepted, as such employee motivation and its four components have a significant and positive influence on customer satisfaction (dependent variable). The results are inconsonant with the studies conducted in Airline Industry in Pakistan by Muhammad, Ejaz, and Saif (2012); Kenya Technical Training Institutions by Kiruja and Elegwa (2012); and Public hospitals of North Cyprus by Berberoglu (2018). Kinzl et al. (2005) posit there is a positive and significant relationship between job satisfaction and opportunities provided to employees by the organization.

In today's competitive business climate employee's motivation has become an issue of concern to management since employees are highly qualified and aware of the competitive nature of the business climate and of their rights. Identification of various employee's motivational factors and its resourceful application spur effective employee's motivation and accomplishment of organizational goals and objectives of remaining and sustaining its competitive prowess.

Allowance, Training and Development, Recognition, and Job Satisfaction (Job security) stimulates employee loyalty, commitment, and productivity along with employee's sense of inclusiveness ultimately increase organizational effectiveness through customer's satisfaction. Other factors of motivation include; Job enrichment (reviewing and making employees' jobs more challenging and interesting), Promotion (where promotion is not visible horizontal moves motivate employee's new and different job build employee's skills and knowledge; renew interest in their work).

CONCLUSION

Resourceful and operational employee motivation along with its four components understudy (Allowance, Training, and Development, Recognition, Job Satisfaction (Job Security) positively and statistically affect organizational performance through customer's satisfaction. Customers satisfaction, quality of the product, service delivery, and brand loyalty are functions of employee's resourceful and operational motivation. Findings revealed that banks

and manufacturing company's customers and telecommunication subscribers measure their satisfaction through employee's professional behavior, ability to proffer solution to operational challenges and overall mutual relationship. From the result, it can be inferred that financial motivation, motivate employees at the early of the job and decline afterward. Financial motivation alone is not a sufficient stimulant in today's competitive business climate, self-actualization needs, security needs, and esteem needs must also be satisfied.

Contribution/Originality: This study contributes to the existing literature by estimating the effect of employee's motivation on performance through customer's satisfaction. The OLS and correlation matrix estimation approach was used, unlike prior studies that used OLS predominantly. The paper present logical pre-test analysis, fitting estimations and diagnostic analyses. The paper's major contribution is that it confirms the presences of a positive and significant relationship between employee's motivation and organizational performance through customer's satisfaction brand loyalty in a competitive business climate. This study identifies other factors motivating employee's to include; Job enrichment (reviewing and making employees' jobs more challenging and interesting), Promotion (where promotion is not visible horizontal moves motivate employee's new and different job build employee's skills and knowledge; renew interest in their work)

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