

IMPACT OF MOTIVATION ON EMPLOYEE PERFORMANCE IN ZENITH' BANK NIGERIA PLC

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ABSTRACT

This study examines the impact of motivation on employee performance, a case study of Zenith Bank Nigeria Plc. other objectives includes mpact of promotion on the performance of Zenith Bank Nig Plc, the impact of recognition on the performance of Zenith Bank employees.Descriptive research design was used in the research investigation.The researcher adopts simple sampling procedure which is the method that gives each staff of Zenith Bank an equal chance of been selected.. The findings of this study revealed that there is a significant positive relationship between the predictor variable and some measures of the criterion variable. The result based on the descriptive statistics reveals the following:The result revealed that promotion contribute significantly to employee performance which implied that management should recognize the impact of a well-articulated employee`s in order for them to be more productive in the organization. Recognition has significant influences on employee performance, which implied that the management should apply a systematic ways of rewarding their employees in order for them to keep fit on the organization objectives and goals.It was observed that working condition has a positive influence on employee performance. This implies that if management create a good working condition in the organization, it will enable them to maintain, retain and sustain the employee`s. The study also revealed that salary influences employee performance. This implies that management must go extra miles to satisfy employee`s through a befitting salary this will designed to bring out the best in the employee

and keep them committed to the organization. It was also concluded that working condition has effect on employee performance. This will produce employees that are satisfied and fully committed workforce. Promotion is a way management encourages employees in order to maintaining a favourable reputation of the employees in the organization.

INTRODUCTION

1.1 Background to the Study

An organization will be effective only if its members are motivated to perform at a high level. The types of motivation are intrinsic and extrinsic. "Intrinsic motivation is a psychological force that determines the direction of a person's behaviour as a result of challenging or interesting work, giving autonomy to work, designed scope to develop skills, abilities, opportunity to develop and grow, etc. Extrinsic is also psychological force that determines behavioural change as a result of tangible and intangible benefit such as salary, fringe benefit and special awards" (Gareth and Jennifer, 2018).

It is a fact that success in every organization depends on the quality of its human resources both skilled and unskilled labour which is perhaps the most intangible aspect of the organization, hence the most important. All these things plants, machinery and financing cannot generate income without manpower. Studies have shown that in today's competitive business environment, success is increasingly a function of effective human resources management (George Ahindo, Executive MBA, 2016). It is therefore necessary to have a workforce that is motivated to yield high performance and productivity towards achieving the organizational goals and objectives.

Irrespective of the industry within which an organization operates, the concept of motivation cannot be looked down upon. With this regard banking being a service industry and therefore having direct contact with customers, the presence or absence of employees' motivation can have immediate telling effect on the customer (thus either delighting the customer or otherwise) which eventually results in customer retention and profitability. It is one of the driving forces that have direct impact on the business productivity. The critical workforce management challenges of the immediate future driven by corporate reengineering and restructuring efforts, loyalty concerns and fierce competition for key talents are closely linked to the emerging issues of employees' commitment and productivity (Ayam, Kusi-Appah, Nyamekye, Kyei-Addae & Amoah, 2017).

The role of management therefore in all these is paramount. A transparent style of administration is what is required since it is one of the surest ways to motivate staff. This is

because management plays significant and unique role in terms of leadership drive and direction. This role can be considerably a kind of catalyst, able to tap and awaken each employee's unique talents and convert them to performance. However, it is only through varied organizational strategies that a manager will be able to trigger his/ her employee's hidden talents which are highly important in the productivity and performance of the organization. These strategies can be external and internal to employees and one of these strategies employed by managers is motivation (Ayam, Kusi-Appah, Nyamekye, Kyei-Addae & Amoah, 2017).

1.2 Statement of the Problem

In recent times employees move from one organization to another due to lack/low level of motivation. Some employers try to give high salaries or wages to their employees just to motivate them to give up their best so as to increase productivity. Others also give rent and transportation allowances to their employees so that the employees can put up their best to enhance their performance, yet the whole thing seem to be a mirage.

This tells us that motivation is subjective, that is to say that what motivate someone to put up his best will also de-motivate the other person. Human needs are insatiable for this reason they always struggle for new things in life so that we can live a comfortable life. If someone receives huge salaries, allowances in terms of rent, transportation and yet does not get motivated, it means motivation does not base on extrinsic reward but also on intrinsic reward as well. Individuals attain the next hierarchy of needs after the first one has been achieved. Senior managers are not much motivated extrinsically by money and other physiological needs but are well motivated intrinsically through self-esteem and actualization needs and by so doing if their ideas are well transformed into performance, they feel well motivated. It was in the light of this that this study we have intended to examine the impact of motivation on employee performance, a case study of Zenith Bank Nigeria Plc

1.3 Objectives of the Study

The broad objective of this study is to examine the impact of motivation on employee performance, a case study of Zenith Bank Nigeria Plc. The specific objectives of this study includes

- i. Determine the impact of promotion on the performance of Zenith Bank employees in Zenith' Bank Nig Plc
- ii. Examine the impact of recognition on the performance of Zenith Bank employees in Zenith' Bank Nigerian Plc
- iii. Evaluate the impact of working condition on the performance of Zenith Bank employees in Zenith' Bank Nigeria Plc
- iv. Determine the impact of salary on the performance of Zenith Bank employees in Zenith Bank Nig Plc

1.4 Research Hypotheses

Ho₁: Promotion has no significant impact on the performance of Zenith Bank employees Zenith'Bank Nigeria Plc

Ho₂: Recognition has no significant impact on the performance of Zenith Bank employees in Zenith Bank Nig Plc

Ho₃: Working condition has no significant impact on the performance of Zenith Bank employees in Zenith' Bank Nig Plc

Ho₄: Salary has no significant impact on the performance of Zenith Bank employees in Zenith Bank Nig Plc

1.5 Scope of the Study

This study examine the impact of motivation on employee performance in Zenith' Bank Nigeria Place. The independent variables includes promotion, recognition, working condition and salary and the dependent variables is performance. The study covered the period between 2013 - 2023

LITERATURE REVIEW

2.1 Conceptual Framework

2.1.1 Concept of Motivation

Various authors have different meanings and definitions as pertains to motivation. Flippo (2016) notes that motivation is a managerial responsibility for eliciting what employees expect the organization to supply them with and at the same time the responsibility for eliciting certain types of behavior from the employees. Managers motivate by providing an environment for employees to produce to their full capacity. As a number of motivational researchers have pointed out that wants vary with people and situations.

Research has shown that workers with few skills want such factors as job security, pay, benefits, less restrictive plant rule and more sympathetic and understanding supervisors. People like to feel that the managers are truly concerned with their welfare, they like feedback on their performance. According to Armstrong (2018), motivation is about what makes people act or behave in certain ways and take whatever steps required ensuring that they get satisfied. Employees like to be appreciated and recognized for their work. People like to be involved, consulted and given an opportunity to offer suggestions. According to Wancevick (2014), giving people recognition is key to motivation.

According to Saleemi (2017), motivation is derived from the word motive; motives are drives or impulses within an individual, which prompt him to action. They are expressions of a person's needs or wants hence they are personal, internal and they determine the behavior of an individual. Therefore, organizations need a better understanding of what it is that people want. Cole (2017), comments that motivation is a process in which people choose between alternative forms of behavior in order to achieve personal goals. Graham and Bennet (2018), on the other hand, state that motivation consists of all the drives forces and influence, conscious or unconscious that causes the employees to want to achieve certain aims.

Hannagan (2018), points out work motivation as a psychological concept that is primarily concerned with increasing the strength and direction of people's work related behavior to influence the quality and quantity of people's performance output. Krant and Korman (2011), state that motivation is of two types. Self-enhancing motivation involve action of making choices that match and fulfils one's personal needs, engaging in activities that foster self-growth, attempting to attain high level of work performance and working for goals that legitimately enhance oneself in one's own eyes and those of others.

Seth (2013) indicated that, motivation is an internal process that makes a person move toward a goal. He added that, motivation, like intelligence, cannot be directly observed. Rockson (2015) also defined motivation as the inner drive that energizes an individual to do something. He added that, motivation elicits, controls, and sustains a goal-directed behaviour. Bright (2010) defined motivation in the context of a business and indicated that, motivation can be said to be about "the will to work". It can come from the enjoyment of the work itself and/or from the desire to achieve certain goals e.g. earn more money or achieve promotion. It can also come from the sense of satisfaction that we gain from completing something, or achieving a successful outcome after a difficult project or problem solved. Buchanan (2010) opined that, motivation is a decision-making process, through which the individual chooses the desired outcomes and sets in motion the behaviour appropriate to them. Buchanan (2010) also defined motives as learned influences on human behaviour that lead us to pursue particular goals because they are valued. Motivation can therefore be thought of as the degree to which an individual wants and chooses to engage in certain behaviours.

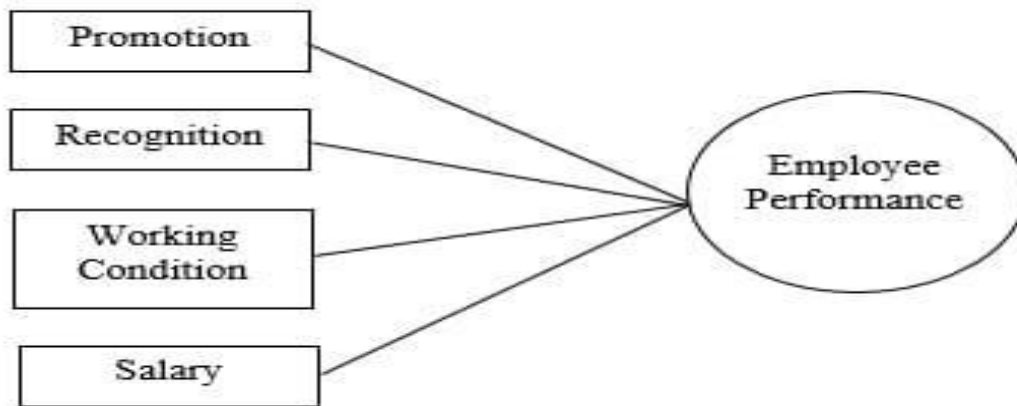


Figure 1: Determinants of Employee Performance

2.1.1.1 Promotion

Promotion is an increase of a labor or employee at a field a better job, compared with the previous of the responsibility is greater, achievement, facilities, higher status, demands proficiency is higher, and the addition of wages or salaries as well as other allowances (Fathoni, 2006: 112). Promotions refer to some indicators according Hasibuan (2016) are as follows: (1) Increased Responsibilities, (2) Increased Duties, (3) Enhancement Rights, (4) Improvement Authority.

Promotion is evidence of recognition of employee performance. Someone who promoted will be considered to have a good performance on the job. Promotions are very important for the company, because the promotion means the stability of the company and employee morale will be more assured. Promotion can affect employee satisfaction, Kosteas (2017) said hopes to be promoted to have a strong role. Employees who are aware that they will never be promoted will degrade its performance, until they think there will be opportunities to be promoted in the future. Pergamit and Veum (2018) also says that by setting and increase the likelihood of promotion will increasingly affect employee satisfaction.

2.1.1.2 Recognition

Employee recognition is a judgment on a worker's contribution, in terms of the work process as well as dedication and motivation. It also involves evaluating and acknowledging the results of this work. In short, it looks at the unique contribution of each worker and stresses the value of his or her professional expertise and experience. By creating a culture of recognition, employees become more engaged. Engaged employees are happy, loyal, and productive. Everyday there is an opportunity to recognize someone for their service without spending a lot of money (Baskar, 2013)

2.1.1.3 Working Condition

Working conditions are created by the interaction of employees with their organizational climate and this includes psychological and physical working conditions. Working conditions include workforce issues and workplace issues. Generally, they encompass a range of issues from work itself to sanitary facilities and other conveniences that aid employees in the discharge of their responsibilities (Gerber, Nel and Van, 2018).

Working conditions according include psychological work conditions and the physical layouts of the job. However, Greenslade and Paddock (2017) believe that working conditions generally encompasses a range of issues from work load and scheduling to systems-wide issues like professional identity to scope of practice. Nwonu (2014) working conditions could be seen in the light of facilities that aid employees while at work for their convenience and comfort on their job performance.

2.1.1.4 Salary

Salary can be defined as a fixed amount of money paid to a worker usually measured at monthly and annual basis, not hourly, as opposed to wages, salary is a fixed amount of money or compensation paid to an employee by an employer in return of work done (Zahra, Xia, Khuram, Khuram Liu and Amna, 2015).

Braton & Gold, (2013) basic salary is a fixed periodical payment for non-manual employees usually expressed in annual terms, paid per month with generally no additions for productivity. Wage refers to payment to manual workers, always calculated on hourly or piece rates. Surbhi (2015) also defined salary as a fixed amount paid to the employees at regular intervals for their performance and productivity whereas wages are the hourly- based payment given to the labor for the amount of work finished in a day. He further argued that while salaried persons are generally said to be doing “white collar office jobs” which implies that an individual is well educated, skilled and is employed with some firm and holds a good position in the society, whereas the waged person are said to be doing “blue collar labour job” which implies that an individual is engaged in the unskilled or semi-skilled job and is drawing wages on a daily basis

Theoretical Review

2.2.1 MARS model of individual behavior

MARS model explain individual behavior as a result of internal and external factors or influences acting together. The name of the model is an acronym of the four major factors that have an effect on employee performance, which are; Motivation, Abilities, Role perception and Situational Factors (MARS). Individual values, personality, perceptions, attitudes, and stress form a basis on which the factors interact (Heller 2004). These factors are highly interrelated in organizations. Unless all of the elements of the MARS model are satisfied, employee behavior and performance will be affected and negatively impacted. For example, enthusiastic and employee with high motivation level who is skilled in running the work (ability), and

understands the job duties (roles perception) well, will not be able to perform their job well if there is a lack of the adequate and sufficient resources (situational factors).

2.2.2 Hierarchy Needs of Abraham Maslow's theory

According to Abraham Maslow's theory, only a small percentage of the population reaches the level of self-actualization. The organization can satisfy its employees' various needs. In the long run, physiological needs may be satisfied by the person's paycheck, but it is important to remember that pay may satisfy other needs such as safety and esteem as well. Providing generous benefits that include health insurance and company-sponsored retirement plans, as well as offering a measure of job security, will help satisfy safety needs. Social needs may be satisfied by having a friendly environment and providing a workplace conducive to collaboration and communication with others. Company picnics and other social get-togethers may also be helpful if the majority of employees are motivated primarily by social needs. Providing promotion opportunities at work, recognizing a person's accomplishments verbally or through more formal reward systems and job titles are ways of satisfying esteem needs. Finally, self-actualization need may be satisfied by the provision of development and growth opportunities on or off the job, as well as by work that is interesting and challenging.

2.2.3 ERG theory

ERG theory, developed by Clayton Alderfer, is a modification of Maslow's hierarchy of needs. Instead of the five needs that are hierarchically organized; Alderfer proposed that basic human needs may be grouped under three categories - Existence, Relatedness, and Growth. The theory's name is based on the first letter of each need. Existence refers to our concern with basic materials such as hunger, thirst and safe condition. Relatedness on the other hand, refers to the motivation we have for maintaining interpersonal relationships like involvement with family, friends, co-workers and employers. Finally growth is the intrinsic desire for personal development for example, the desire to be creative, productive and to complete meaningful tasks. The implication of this theory is that we need to recognize the multiple needs that may be driving individuals at a given point to understand their behavior and properly motivate them.

2.2.4 Fredrick Herzberg's two factor theory

In this study, the theory used as backdrop in measuring the effect of non-financial incentives on the job satisfaction of KCB employees was Herzberg's Two-Factor Theory. Psychologist Frederick Herzberg (1966) investigated the question "what do people want from their jobs?" Through this question Herzberg identified the factors that lead to extreme satisfaction (motivators) and extreme dissatisfaction (hygiene). Factors leading to satisfaction such as achievement, recognition, responsibility, the work itself, advancement and growth are also called intrinsic factors, whereas those leading to dissatisfaction, when not present, such as company policy and administration, supervision, interpersonal relations, and working conditions are called extrinsic factors. Herzberg argued that there are two distinct human needs portrayed, namely as physiological needs that can be fulfilled by money, for example, to

purchase food and shelter, and the psychological need to achieve and grow, and this need is fulfilled by activities that cause one to grow (NetMBA.com, 2010).

2.3 Empirical Literature

Omollo (2015) assessed the effect that motivation had on the job of workers of the Kenya Commercial Bank in Migori County. The study also focused on the de-motivating factors like delay of promotion, no clear career progression, unreasonable load, long working hours and lack of appreciation from the managers. This study adopted a descriptive design because it involved interviewing or administering questionnaire to a sample of individuals. Simple random sampling was used as no complexities were be involved. All that was needed was a relatively small, clearly defined population. The study employed the use of self-administered questionnaire to collect the required primary data. Descriptive statistical analysis technique was employed to obtain useful summary of responses. Statistical Programme of Social Scientists (SPSS) version 17 tool was used to generate data that was presented in tables and pie charts as was necessary. Simple random sampling was used and total sample population was forty five employees. In conclusion, managers should know that employees are motivated by monetary rewards. It is recommended that there is need for managers to have a comprehensive motivation scheme in all aspects of an organization as this is directly proportional to the output of the employees.

Ayam, Kusi-Appiah, Nyamekye, Kyei-Addae and Amoah (2012) looked at the effects of motivation on employee performance at First Allied Savings and Loans Limited as the case study. The study adopted the descriptive method and questionnaires was the main instrument for collecting data from a sample size of 35 respondents in the Kumasi Branch –Adum. The purpose of the study was to investigate into the effects of motivation on employee's performance at First Allied Savings and Loans Limited, Kumasi, Adum Branch. The study revealed that 21 respondent representing 60% said that their level of motivation is low, 21 respondent representing 60%. With regards to the effects of motivation on employee's performance, it was discovered that 24 of the respondents representing 68.65% were willing to increase their productivity level if only they are given extrinsic reward. In ranking among the seven selected motivational factors, high salary was ranked as the number one with 11 representing 31.4%. The study concluded that staff level of motivation at First Allied Savings and Loans Ltd is generally low and is evident in relation to their output of work and will commit themselves in order to work to see the success of the business. It was therefore recommended that motivation should be management's topmost priority in order for employees to deliver excellent service to its valued customers.

Brobbey and Masud (2015) sought to examine the impact of employee motivation on organizational performance in the financial sector in Ghana. Data for the study was obtained from staff of four sampled financial institutions in Ghana. A sample size of 80 respondents was

used for the study. This sample was selected through the simple random sampling technique. Findings from the study suggest that leadership opportunities, recognition and employee appraisal, meeting employee expectations and socialization are the key factors that motivate employees. 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. Further, 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.

Afrrev and Muogbo (2013) investigated the influence of extrinsic and intrinsic motivation on employees' performance of selected manufacturing firms in Anambra State. 63 respondents selected from 21 manufacturing firms across the three senatorial zones of Anambra State were sampled (3 from each firm). The populations of the study were 100 workers of selected manufacturing firms in Anambra State. The study used descriptive statistics (frequencies, mean, and percentages) to answer the three research questions posed for the study. The Pearson Product moment Correlation Coefficient was used to test the three hypotheses that guided the study. The result obtained from the analysis showed that there existed relationship between extrinsic motivation and the performance of employees while no relationship existed between intrinsic motivation and employees' performance. The study reveals extrinsic motivation given to workers in an organization has a significant influence on the workers performance. This is in line with equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers. The researcher recommended that all firms should adopt extrinsic rewards in their various firms to increase productivity. On the bases of these findings, employers are continually challenged to develop pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees. I therefore, suggest that more research should be conducted on the relationship and influence of rewards on workers performance using many private and public organizations which will be a handy tool that could be used to provide solutions to individual conflict that has resulted from poor reward system.

Irum, Ayesha, Syed, Shagufta and Farida (2014) investigated the impact of employee motivation on employee performance. Employee motivation is considered as a force that drives the employees toward attaining specific goals and objectives of the organization. Now days, it is one of the sizzling issue in organizations since every wants to make best use of their financial and human resources. Main purpose of this study is to inquire that what kind of factors influence employ motivation in Pakistan and finding up to which extent motivation affects the employ performance. Data is collected from 160 teachers of Government and private schools by using self-administered questionnaire. Regression analysis is applied to find the effect of employee motivation on employee's performance involving four variables employee motivation, employee performance, intrinsic rewards and employee perceived training

effectiveness. The results of this study show that significant and positive relationship exists between employee motivation and employee performance. It is also concluded that intrinsic rewards has a significant positive relationship with employee performance and employee motivation. This study concludes that employee perceived training effectiveness has a negative relationship with motivation. It is also proved from their responses, they were provided with the training courses but this training was not implemented by them in their routine teaching as they considered it to be ineffective. They were not satisfied with the training provided to them and this affected their motivation to teach.

Ajalie (2017) investigated the effect of employee motivation on organizational productivity. This study adopted a descriptive and causal research design as well as the survey method in investigating the effects of motivation on organizational productivity levels. The entire population of the study was 475 as a result the sample size determined is 217. A well-structured self-administered questionnaire was used as the main tool for data collection and was administered to 217 respondents out of which 185 were retrieved and appropriately filled. Reliability of the research instrument was calculated and the Cronbach's alpha coefficient was 0.868. Data were analyzed using multiple regression analysis. From the hypotheses tested, the result indicated that there is a significant relationship between employee motivation and organizational productivity. Findings also revealed that 35.8% of the variations in productivity can be explained by employee motivation in the organization used as a study in this research. The results also revealed that extrinsic factors were considered to have more significant effects on organizational productivity than intrinsic factors. The study concluded that although both intrinsic and extrinsic factors are significant predictors of productivity, extrinsic factors appear to be more significant or valued by respondents in the organization used as a study. Furthermore this study also recommended that management of organizations should take appropriate measures in figuring out those factors that motivate their employees and seek ways of ensuring that they are adequately motivated in order to improve their performance and productivity levels. Finally the study also suggested that future studies should focus on other industries apart from the pharmaceutical manufacturing sector.

Ekundayo (2018) investigates the relationship between motivation and the level of employee performance as applied to some selected insurance companies in Lagos. The study has three main objectives: to evaluate the effects of motivation on employee performance in some selected insurance companies, to assess motivational factors that can influence employee performance, and to recommend possible policies and innovations for better performance of the employees and increased profitability. Structured Questionnaire was used as the instrument for the research work. This instrument was tested for reliability and validity of its content. The results of the tests were certified by experts. The study used stratified random sampling and simple random sampling techniques in selecting the respondents. A sample of 100 respondents which included management, senior and junior staff members, of the selected insurance company was used for the primary data. Simple percentages, distribution tables and pie chart

statistical tools were used to analyse the primary data while Chi-Square (X^2) was applied to test the only hypothesis formulated for the study at 0.05 level of significance. The findings revealed that motivation was the major factor that affected employee performance. Furthermore, the study showed a direct strong and positive relationship between motivation of employees and their performance. This study hereby recommends that the management teams in organizations should always carry out a thorough study on the various motivational tools that can appeal and motivate their employees. Such motivational tools can include: involvement of employees in decision making, rotation of employees, provision of fringe benefits, payment of bonuses to workers, and promotion of deserved staff to higher positions of authority.

2.4 Literature Gap

In spite of the numerous empirical studies on motivation and employee performance, including the ones reviewed above, no empirical study known to the researcher of this study has examined the impact of motivation on employee performance in any organization in Nigeria quoted companies. This study is therefore a pioneer empirical attempt in Nigeria to fill this gap in the literature and contributing to the existing ones.

METHODOLOGY

3.1 Research Design

Descriptive research design was selected because it has the advantage of producing good amount of responses from a wide range of people. Also, this design provides a meaningful and accurate picture of events and seeks to explain people's perception and behavior on the basis of the data collected. The advantage with this design is that it helps to find views as they are in their natural setting.

3.3 Population of the Study

Population according to Nwana (2003) means all the members of the target of the study as defined by the aims and objectives of the study. It also refers to the entire group of people in Zenith Bank Nig Plc.

3.4 Sampling Technique and Sample Size

The sampling procedure is the strategy a researcher adopts in order to arrive at a good representativeness of the population. The researcher adopts simple sampling procedure which is the method that gives each staff of Zenith Bank an equal chance of been selected (Anyawu, 2000). The method was adopted so that there will be no bias in picking the sample object.

3.5 Method of Data Collection

Method of data collection involves the steps taken by the researcher to collect data for the research work (Abdulamid, 2000). The study adopted both primary and secondary method of data collection. Primary sources are self- collected data which requires written of questionnaire that will be distributed to respondents who are expected to fill and return to the researcher.

DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Data presentation

A total of 890 copies of questionnaires were administered to the respondents drawn from the management staff of the Zenith Bank Nig Plc, used for the study, of this figure, 80 copies of questionnaires (representing 100%) were retrieved by the respondents and as such the retrieved copies of questionnaires were used for data analysis in the study. The pattern of retrieval is as presented below in table 4.1:

4.2 Analysis of Respondents Profile

Table 4.1: Gender of Respondents

Gender	Frequency	Percentage (%)
Male	36	42.5
Female	44	57.5
Total	80	100

Source: Analysis of field survey, 2024

From Table 4.1 above, 340 (42.5%) were male and 550 (57.5%) were females. This indicates that the female were more in number than the male respondents.

Table 4.2: Age of Respondents.

Age	Frequency	Percentage (%)
18- 25years	6	7.5
26 - 35years	28	35
36 - 45years	36	45
46 years and above	10	12.5
Total 80	80	100

Source: Analysis of Field Survey, 2024

From Table 4.2 above, the distribution of respondents which was spread across various age ranges/brackets shows that the highest concentration of respondents fell within the age bracket of 36-45years 36(45%) This is followed by respondents within 26-35 years 28(35%) of respondents, then followed by respondents within 46 years and above 10 (12.5%) of respondents and lastly are those respondents in the age bracket within 18-25 years 6(7.5%).

Table 4.3 Level of Education of Respondents

Educational Level	Frequency	Percentage (%)
SSCE	6	7.5
OND	25	31.25
HND	18	22.5
Bachelors	15	18.75
Masters and above	8	10
Others	8	10
Total	80	100

Source: Analysis of Field Survey, 2024)

It shows from the above Table 4.3 that 6(7.5%) of the respondents had SSCE, 25(31.25%) had OND, 18(22.5%) had HND, 15(18.75%) had Bachelors, 8(10%) had Master and above while 8(10%) possessed others.

Table 4.4: Working Experience of Respondents

Years of Working Experience	Frequency	Percentage (%)
Less than 1 year	8	10
1-3 years	15	18.75
4-7 years	22	27.5
8-11 years	25	31.25
12 years and above	10	12.5
Total	80	100

Source: Analysis of Field Survey, 2024

4.4 Hypotheses Testing

The analytical tool that was adopted for testing the hypotheses was the regression analysis. Hypotheses' testing is indeed a structured technique for testing statements or concepts about any given parameter in a population using data measured in a sample. The p-values reported in the regression coefficient tables are used for testing the study hypotheses.

The Decision Rule

In general, null hypothesis is a statement that is usually tested. If the probability value calculated is greater than the critical level of significance, then the null hypotheses will be accepted while the alternate hypotheses is rejected and vice versa. If the probability value of 0.00 is smaller than the critical value of 5% (i.e. $0.00 < 0.05$), we say that the given parameter is statistically significant. In this situation, it is accepted that there is need to reject the null hypotheses and to accept the alternate.

Gujarati and Porter (2009), when we reject null hypotheses, we say that our findings are statistically significant and vice versa. He further stated that it is better for the researcher to decide whether to reject the null hypotheses at the given value. Thus, the P-value for the hypotheses testing is at 0.05(5%) the tolerable error thereby placing the level of significance at 95%.

Hypothesis One

HO₁ Promotion has no significant impact on the performance of Zenith Bank employees in Zenith Bank Plc

Since the P value calculated in table 4.11 is lesser than the critical level of significance ($.002 < 0.05$). The null hypothesis was rejected and the alternate hypothesis was accepted; this implies that promotion has a significant impact on employee performance.

Hypothesis Two

HO₂: Recognition has no significant impact on the performance of Zenith Bank employees Zenith Bank Nig Plc

Since the P value calculated in table 4.11 is greater than the critical level of significance ($.000 < 0.05$), the null hypothesis was rejected while the alternate hypothesis was accepted this implies that recognition has a significant impact on employee performance.

Hypothesis Three

HO₃: Working condition has no significant impact on the performance of Zenith Bank employees in Zenith Bank Nig Plc

Since the p value calculated in table 4.11 is lesser than critical level of significance ($.000 < 0.05$), there was need to reject the null hypothesis and accept the alternate hypothesis implying that working condition has a significant impact on employee performance.

Hypothesis Four

HO₄ Salary has no significant impact on the performance of Zenith Bank employees in Zenith Bank Plc

The P value calculated in table 4.11 is lesser than the critical level of significance ($.000 < 0.05$) the null hypothesis was rejected and the alternate hypothesis was accepted implying that salary has a significant impact on employee performance.

4.5 Discussion of Findings

4.5.1 Promotion and Employee Performance

From the results of frequency analysis in table 4.6, indicated that majority of the respondents overwhelmingly responded positively to the various statements in relationship to promotion and employee performance. It was reported that promotion has the positive effect on employee performance ($\beta = .352$, $P < 0.01$). In furtherance, the test of hypothesis indicated in table 4.11 reveals that promotion has a significant relationship with employee performance ($.002 > 0.05$). These findings are consistent with Kosteas (2017) said hopes to be promoted to have a strong role. Employees who are aware that they will never be promoted will degrade its performance, until they think there will be opportunities to be promoted in the future. Pergamit and Veum (2018) also says that by setting and increase the likelihood of promotion will increasingly affect employee satisfaction.

4.5.2 Recognition and Employee Performance

From the results of frequency analysis in table 4.3, indicated that majority of the respondents overwhelmingly responded positively to the various statements in relationship to recognition and employee performance. Furthermore, it was reported that recognition has positive effect on employee performance ($\beta = .134$, $P < 0.01$). In furtherance, the test of hypothesis indicated in table 4.11 reveals that there is a significant relationship between recognition and employee performance ($.002 < 0.05$). These findings agree with the view of Luthans and Stajkovic (2000) posited that recognition is a reward for employee's performance which is the acknowledgement, approval and genuine appreciation that an organization used to appreciate employee efforts.

4.5.3 Working Condition and Employee Performance

From the results of frequency analysis in table 4.5, exhibited that majority of the respondents overwhelmingly responded positively to the various statements in relationship to working condition and employee performance. It was reported that working condition has a positive effect on employee performance ($\beta = .257$, $P < 0.01$). In furtherance, the test of hypothesis indicated in table 4.11 reveals that working condition has a significant relationship with employee performance ($.000 < 0.05$). This finding is consistent with Brenner (2014) affirmed that the capability of an organization's workforce to share information throughout the system is subject to the state of their work environment. Workers are likely to be more productive in a well-structured work environment.

4.5.4 Salary and Employee Performance

From the results of frequency analysis in table 4.4, showed that majority of the respondents overwhelmingly responded positively to the various statements in relationship to salary and employee performance. Furthermore, table 4.11 revealed that salary has a positive effect on employee performance ($\beta = .261$, $P < 0.01$). In furtherance, the test of hypothesis indicated in table 4.11 reveals that there is a significant relationship between salary and employee performance ($.000 < 0.05$). The findings of the study are in line with Koontz et al (1990) assertion indicating that people in various positions, even though at a similar level, must be given salaries and bonuses that reflect their individual performances. This way ensure that salary has meaning, as a reward for accomplishment and as a way of giving people pleasure from accomplishment, is to base compensation as much as possible on performance.

5.1 Summary of Findings

The findings of this study revealed that there is a significant positive relationship between the predictor variable and some measures of the criterion variable. The result based on the descriptive statistics reveals the following:

The result revealed that promotion contribute significantly to employee performance which implied that management should recognize the impact of a well-articulated employee`s in order for them to be more productive in the organization.

Recognition has significant influences on employee performance, which implied that the management should apply a systematic ways of rewarding their employees in order for them to keep fit on the organization objectives and goals.

It was observed that working condition has a positive influence on employee performance. This implies that if management create a good working condition in the organization, it will enable them to maintain, retain and sustain the employee`s.

The study also revealed that salary influences employee performance. This implies that management must go extra miles to satisfy employee`s through a befitting salary this will designed to bring out the best in the employee and keep them committed to the organization.

5.2 Conclusion

This study was conducted to establish the relationship of motivation on employee performance in Zenith Bank Plc, Bayelsa State, Nigeria. The component variables of motivation (promotion, recognition, working condition and salary) with a view of determining their impact on employee performance.

Promotion as a component of motivation has a positive influence on employee performance. It will aid in encouraging the employees to put more efforts in their commitment to their job tasks.

It is also concluded that recognition has influence on employee performance. Recognition results to a team of employees that does their work with a lot of excitement and interest.

It was also concluded that working condition has effect on employee performance. This will produce employees that are satisfied and fully committed workforce.

Also, salary has effect on employee performance. This involves a team work in the organization where they shared same purpose in increasing the market shares and sales volume of the organization. Each of these employees has a strong role to play in the manufacturing company before such encouragement will be shown to them.

5.3 Recommendations

On the basis of the findings of the study and the conclusion, the study recommends as follows:

Promotion is a way management encourages employees in order to maintaining a favourable reputation of the employees in the organization.

Recognition is used by management to relate to employees stability in the organization. Management should also encourage them with awards and gifts in order for them to happy and put all best efforts in the organization objectives and goals.

Working condition is one of the motivation ways to promote and retain an employee in the organization. Management should be able to sense the active employees and create a ways of appreciating the employee effort put into action in the organization.

Salary internal and external controllable affairs of the organization to appreciate the effort of the employees.

5.4. Contribution to Knowledge

The following contributions to knowledge emerged from the study based on the findings and conclusions of this study.

1. The study established an adequate platform of pulling out employee skill to fit in the organization growth and development.
2. The study established the development and implementation of employee motivation to achieved high market share to boost the profit margin of the

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