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## RESEARCH ARTICLE

### EMPLOYEE MOTIVATION AND ITS IMPACT ON ORGANIZATION PERFORMANCE OF NEPAL AIRLINES CORPORATION IN NEPAL

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#### ABSTRACT

The study investigates the impact of employee Motivation on organizational performance in Nepal Airlines Corporation in Nepal. 75 out of 1200 respondents selected from NAC as a sample population. Mixed methods was used in this research. Data collected through the structured questionnaire and some key personnel of the NAC were interviewed. The study used descriptive statistics tools for used to data analysis. In this context, this article explores the level of employee motivation in NAC, and discusses its impact on organizational performance. The theoretical foundation of research based on A.H. Maslow hierarchy Need theory assumptions, The findings show that there is still moderate level of motivational situation in NAC employees and its has significant impact on organizational performance. Both monetary and non-monetary incentives affected on employee motivation. These important factors are; salary and remuneration, job security, welfare facilities, leave and holidays, working environment and organization culture, carrier development, job placement system, organizational leadership, communication channels, relationship between supervisor, subordinate, management and employee, etc.

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#### INTRODUCTION

Nepal Airlines Corporation the than Royal Nepal Airlines Corporation was established on July 01, 1958 as the national flag carrier in Nepal. It has been considered as the geographical and cultural bridge connecting Nepal within and beyond the country. Initially it started glorious aviation landmarks of airlines business with its DC-3 Docota aircraft with 97 employees in 1958. From 1958 onwards fleet expansion process accelerated till the induction of two Airbus-A-330-200 in the year 2018 in its fleets, totaling 19 aircrafts including few other twin otters, Avro, Focker, a couple of Boeings 727, & Airbus A-320 & A-330. The airlines were on growth stage until 1990, which was also marked as golden era in the history of the airline in Nepal. During that time, it had four jet aircrafts, three Hawker Siddeley (HS), four Avro, ten Twin otters and two Pilatus porters. The airlines had spread its wings from Japan in east to Europe in west as international sector and made 40 domestic operations within the country (Panthi, 2019a & d). It is also customary with RA to have the air business difficulties as RA decided to stop its Europe Operation in 2001. Later withdraw the number of flights in Frankfurt (FRA), London (LHR) and Peris (CDG) by the year 2001.

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In addition, RA also was stopped to operate flight to Osaka, Shangai and Japan which was operating over 13 years. Furthermore the flight to Colombo (CMB), Rangoon (RGN) Karachi (KHI), Dhaka (DAC) and Male (MLE) sectors were also stopped Besides national flag carrier used to provide chartered flights for UN and British Gorkha-Regiments was also stopped (Panthi, 2019 a). It was obvious that curtailment of such international flights put RA in critical position for its sustenance. On the other hand, the liberalization policy in the airline sector also affected RA in critical position to compete with other international airline services. At present, RA has been operating in nine international destinations. It is also pity that RA occupies only five aircrafts for international flights. Of them, one is 33 year old. In addition, RA has three twin otters, two MA60, and two more 2Y12 in the inventory. At present, NAC has been running with a small number of aircrafts to operate in domestic or international destinations. In this content, it is also interesting to what extent NAC has been performing which enable to sustain and maintain regular services to its clients. The airlines has recently moderated it's organization set up for greater efficiency, productivity, transparency, accountability and improve the standard quality services in keeping with changing global market environment (Panthi, 2019 a & d). In order to meet these challenges successfully. It needs human resource planning as regularly, properly and fulfillment of demands of employees. Improve the high motivation of the employees and maintain their morale to achieve the goals, objectives and mission of NAC.

The most important element in the management are the “5M+I” Man, money, materials, method, machine and information. Out of these all, the most important aspect to deal with is man (Panthi, 2019a & d). They are the only element who has the power to think and react. Thus, it is upon them that the efficiency of the organization depends. Hence, how they perform depends upon how they are motivated. They are ones who use money, materials, methods and information to run the organization. There is no doubt that well motivated staff are the best assets of business enterprise. For writing this article, explore the motivation situation of Nepal Airlines Corporation and its impact on organizational performance in Nepal.

**Statement of problem:** Every organization in its aim to achieve its mission, vision and goals statements adopts some form of motivational strategies to entice their employees to give off their best. Some organizations assume that whatever motivational strategies they adopt would fit for every employee and bring about achievement of their performance targets. According to Bruce (2006) focus on most managers, generalize the needs of their employees. His generalization what are the factor leads to dismal performance in most of the organizations. However, when organization cannot make the effort to understand about motives their employees they do not get the best out of them in terms of productivity, profitability and longtime survival of the organization among others (Lawler, 2003; Shadare & Hammed, 2009; Davis, 2010; McFarland, 2012 as cited from Abubakari & Adam, 2018, p.358). The organization status and future prospect depend on the plan, policy and programme of the organization. The human resources planning is the one of the importance factors to determine organization goals. Unsatisfied employee naturally poses the negative effect on performance. Nepal airline has expend once time-to-time strikes. The major demands of these strikes taken together were primarily concerned with increment of benefits and facilities. Frequently, strikes give one the impression that there is sufficient room for frustration and dissatisfaction among the employees (Panthi, 2019 a & d). At the same time, Nepal airline facing the criticism from various sectors that the performance is no satisfactory. However, the image of Nepal Airlines Corporation has been declining. General feeling among the equality service, efficiency ,accountability transparency, safety, time to time service delivery question may be arise why the efficiency is declining? Though the causes may be multi-dimensional, the major causes may be low level of motivation of employees. Therefore, motivation of the employees in Nepal Airlines will have been taken as major problems for investigation under this research.

### Objectives of the Study

#### The objectives of this study are:

- To find out the level of motivation of the employees of Nepal airlines corporation in Nepal.
- To evaluate the impact of Employee motivation and on their organization performance.
- To find out the factors affecting on employee motivation in the organization.

**Hypothesis:** These is a significant impact of employee motivation on organizational performance.

## METHODOLOGY

To analyze the level of motivation of the employees of Nepal Airlines and its impact on organizational performance. In order to achieve the objective, the relevant information and data have been collected from primary sources. Primary data was collected through the structured questionnaire survey from NAC employees and some key informants were interviewed with policy maker, academician, CEO, Executive committee, key personnel of NAC and others. The size of sample population was drawn 75 out of 1200 total permanent employees of NAC based on sample random sampling technique. Mixed methods both qualitative and quantitate used in this research. The research finding explains based on descriptive and analytical methods.

### The Review of Literature and Analytical Framework

**Conceptual framework:** Motivation is a psychological phenomenon. The term ‘motivation’ has been derived from the Latin word ‘movere’ which means, ‘to move’ literally through it means moving, not static, but in managerial terms it means the positive move towards the attainment of organization goals. According to Bulkus & Green (2009), motivation is derived from the word “motivate” means a move, push or influence to proceed for fulfilling a want. Similarly, Bartol & Martin (2008) describe motivation as a power that strengths behavior, gives route to behavior, and triggers the tendency to continue (farland et al, 2011, as cited from Muogbo,2013,p.71).Motivation is a term covering any behavior directed towards a goal. It is usually cyclic. It begins with a need or motive, which elicits behaviors that are instrumental in achieving a goal after which the motive is satisfied. Several hundred words may refer to motivation ‘desire’, ‘wants’, ‘wishes’, ‘aims’, ‘goals’, ‘drives’, ‘striving’, ‘need’, ‘motive’, ‘love’, ‘incentives’, revenge to name a few. (Luthan, 1998, p. 232). Motivation is a process that starts with a psychological or psychological deficiency or need that activates behavior or a drive that is aimed at a goal or incentive. Motivation is both fascinating and frustrating subject. It is fascinating because it lies behind everything a person does. It is frustrating because we never see a motive.

Psychologists have made some headway in uncovering motives and measuring them. Motivation is defined as ‘an inducement to individual to contribute the desired ends at some higher rate than the minimum acceptable level (Agrawal, 1982, p.151).’ It is also the action that implies or urges an individual to assume an attitude generally favorable towards his work leading him to perform satisfactorily”(Ahuja (1979, p.282).It can be said that “Motivation is the determination of physical and psychological condition that cause variation in intensity, quality and direction or behavior which stimulates a man to channel his energies only to work and achieving organizational goal and satisfy employee’s needs too,” (Bergen and Steiner, 1964, p.239).Motivation has played a vital role in the organization and management. Manager are always finding ways to motive their employee’s in order to achieve better performance for better results. Besides the above concept and definition, there are number of other propositions, comments and researches on both managerial and the psychological approach towards effective human motivation.

**Empirical Literature:** According to Hussein & Simba (2017), employee’s performance fundamentally depends on employee

motivation, training and development, performance appraisals, employee satisfaction, compensation, job security, organizational structure among others. (Hussein & Simba, 2017 as cited from Ochola, 2018, p.01). Similarly, Osabiya (2015), state various strategies that many organizations design to compete and achieve prosperity. He focused on employee motivation determines any business success. Furthermore, Geomani (2012), investigation on organization to grow it must consider motivation as a prime factor in achievement of its growth and sustain. For organizations to meet their objectives, they must have a motivated workforce for achieving their pre-determines objectives of the organization (Steers & Poter, 2011). George & Jones (2013 as cited from Ochola, 2018, p.01)), posited that increase in salaries alone is not sufficient; others motivational factors must be considered for improve organizational performance. Similarly, Jobber & Lee (2014) shows that a poorly motivated lab our-force is costly in that it makes an organization realize lower production and performance. They established that lack of motivation is characterized by high/expensive labour turnover, frequent absenteeism, increased expenses and a negative effort on the morale of colleagues (Ochola, 2018, p.2).

According to Al-Madi et al. (2017), employees are the real assets of any organization. Mohsen et al. (2004), asserted that employees form the company's engine. They noted a rising need of the job being done properly by the staff and the organization getting the required output from employees. Many scholars have argued that employees who are motivated highly normally are characterized by high productivity. According to George & Jones (2013), the managers and supervisors should understand the needs of individual employees and what motives them instead of assuming a one-size-fits-all approach. Emeka et al. (2015), compared an organization with its workforce and noted that an organization is only as strong as its workforce. Motivation of employees is perceived to have positive impact on performance of organization, yet many organizations have not realize this, or they have but lack the capacity to implement it (Kemoh, (2016). Considering various types of motivation such as training, promotion, salary increment, sponsorship for the further studies, improving working environment condition, rewards and praises, many organization have not adopted these strategies for improving organizational performance. Osabiya(2015), instead, the employees get their salaries or remunerations late, they sometimes face harassment and frustrations, they works in poor working environments and treated as slaves with their leaders, they are at times discriminated and denied promotion and denied even the sick leave, medical cover and house allowances in some cases.

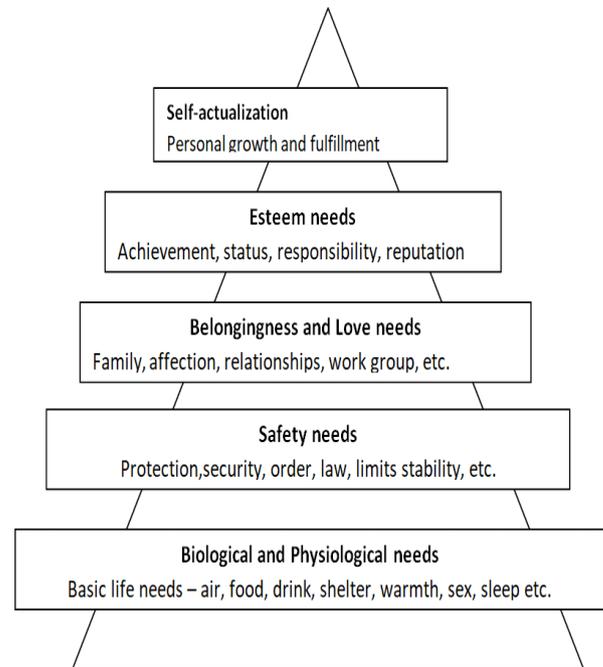
**Theories of motivation:** There are several motivation theories in existence in the field of human resources management. The study draws upon the theoretical insights of the academic literature on Maslow's Hierarchy of Needs theory. Abraham Maslow developed the theory in 1943. It is one of the well knowns and probably the earliest established theory. Especially, this theory based on the priority of needs of individual. According to Maslow's hierarchy of needs theory, needs are identified into five major categories in all human being. Maslow's has placed these needs into hierarchical arrangement as given below these are:

**Physiological needs:** It consists of basic survival needs such as food, drink, shelter, clothing, sexual satisfaction and other basis requirements. These are the lowest level order needs, and

placed at top priority. In the organization, salary and working environment are supposed to satisfy the physiological needs of employees (Agrawal, 2001).

### Maslow's Hierarchy of needs

*Maslow's Hierarchy of needs motivational model*



Source: A.H. Maslow: *Hierarchy of needs*, (1943, P.196)

**Safety or security needs:** These needs are related with the protection of the people from physical and emotional harm, ill health and economic crisis. For the employees, in the organization, job security, safe working conditions, absence of fears to worries on the job, provident fund, pension plan, permanent nature of the job, life insurance gratuity etc. are related to such level of needs.

**Social needs:** Such needs are identified as the needs for love, affection, belongingness, friendship and social acceptance. Informal group, friend at work, employees' clubs are the means of achieving these needs in the organization. In the context of nomination of these needs, Maslow identified this level with the name of "love needs" In this respect; Maslow seemed guilty of poor choice of wording to identify this level. His use of the word "Love" has many misleading connotation such as sex, which is actually related to physiological needs (Luthans 2002). That is why; the followers of Maslow's theory replaced the 'love needs' by the word of social needs', which has been familiar in practice. McCuddy (2001), says that when an organization doesn't meet affiliation needs, an employee's dissatisfaction may be expressed in terms of frequent absenteeism, low productivity, stress-related behavior, and even emotional breakdown.

**Esteem needs:** It consists of two types of needs: internal and external. Internal esteem factors are known as self-respect, power, autonomy and achievement. Similarly, external esteem factors are identified as status, recognition and attention (Robbins and Decenzo, 2003). Agrwal (2001) says that status, position, titles, posh office, luxury cars satisfy such needs in the organization. He also explains that a boss in Nepal expects 'Namaste' from subordinates, which is related to the esteem needs.

**Self-actualization needs:** It consists of needs of growth, achieving one's potential and self-fulfillments, the drive to become what one is capable of becoming. In the organization, one can achieve such needs by the challenging jobs and participating in decision-making activities.

### Analysis and Discussion

**Physiological needs:** According to A.H. Maslow, human needs are sequential. They are categories in five steps. First, physiological needs consist of basic survival needs like, food, shelter, cloth, sex, air etc. In NAC salary, TDA, ADA, transportation Allowance, OT, Bonus are provided to fulfill the physiological needs of employees. These factors plays the virtual role for ensuring motivation in the organization so that the response of respondents about physiological needs which is given below in table-1.

**Table 1. Physiological needs**

Type of allowance	Highly satisfied (%)	Satisfied (%)	Dissatisfied (%)	Total no. of (%)
Salary	21.33	45.33	33.34	100
TDA	8	29.33	62.67	100
ADA	6.66	30.67	62.67	100
TA	10.66	36	53.33	100
OT	12	22.67	65.33	100
Bonus	0	4	96	100

(Source: Field study, 2014)

In above table No.1, 66.66% of employees of NAC was satisfied their basic salary and 62.67 % of employees were dissatisfied on their TDA & ADA facilities. Similarly, 53.33 % of employees were dissatisfied their Transport allowance (TA) and 65.33% of were also dissatisfied their over time (OT) policy of the organization. Furthermore, 96% of employees were dissatisfied their Bonus provision. In above analysis shows that Employees of NAC did not get sufficient salary and other monetary benefits for the survival for fitness. According to A.H. Maslow hierarchy need theory, basic needs are most important survival need for all human being. In this context, the employee of NAC was found not highly motivated just only moderate level.

**Safety and Security needs:** Safety and security needs are related to the protection of the employees from physical and emotional harm like protection security, order, law, limits stability, ill health and economic crisis. In NAC, the organization provides provident fund gratuity, permanent nature of job, job security, life insurance, medical facilities, abnormal family gratuity, career development etc. are provided to fulfill the safety and security needs of the employees of NAC. The response about safety and security needs of organization is given below in table-2.

**Table No. 2. Safety and Security needs**

Type of facilities	Sufficient (%)	Satisfactory (%)	Not sufficient (%)
Provident Fund	36	44	20
Gratuity	18.67	44	37.33
Job Security	26.67	28	45.33
Life Insurance	28	33.33	38.67
Medical Facilities	32	41.33	26.67
Abnormal gratuity	2.67	30.67	66.66
Family gratuity	5.33	18.67	76
Career development plan	16	18.67	65.33

(Source: Field study, 2014)

In above table No 2, 80% of respondents satisfied their provident fund and 62.67% employee was satisfied for gratuity policy. Similarly, 54.67% employee was feeling secured their job security and 61.33 % were grantee of their life insurance policy in the organization. Furthermore, 73.33% of employee satisfied their medical facilities but 66.66% of feeling insufficient their abnormal gratuity. Again, 76 % of feeling worry about their family gratuity and 65.33 % was felling unsecured about career development plan in NAC. The above phenomenon shows that, the safety and security needs of employee is getting better than the psychological needs in NAC. Exception of Abnormal gratuity, family gratuity and career development plan.

**Social needs:** Social needs are identified as the needs for affection belongingness, friendship and social acceptance. In NAC there is a provision of friendly and sound working environment, good communication system, employees union or club, social acceptance, recognition for good work, group affection etc. the situation of social needs in the organization is given below in table-3.

**Table 3. Social need**

Items	Good (%)	Satisfactory (%)	Not so good (%)	Total (%)
Friendly working environment	33.33	40	26.67	100
Good communication channel	29.33	28	42.67	100
Roles of union	20	22.67	57.33	100
Job Prestige on society	32	48	20	100
Get Happiness in organization	18	33	49	100
We feeling/ team spirit in organization	37	15	48	100

(Source: Field study, 2014)

In above table No.3 shows 73.33 % of employees were found friendly working environment and 57.33 % was getting good communication channel in NAC. Similarly, 57.33% of employees of NAC was dissatisfied their union role for employees welfare perspective and 80% of employees believed on prestige in society of job. Furthermore, 51% of getting happiness and 52% of employees were believed on good team spirit in NAC. In above situation analysis, the condition of social needs were found satisfactory level instead of union role.

**Esteem needs:** Esteem needs refers to self-respect, autonomy and achievement as internal needs and identified as status, recognition and attention, position as external needs. The situation of Esteem need is given below in table-4.

**Table 4. Esteem needs**

Types of esteem need	Good (%)	Satisfactory (%)	Not so good (%)	Total
Self -respect	40	32	28	100
Autonomy for work	17.33	36	46.67	100
Recognition while working NAC	36	30.67	33.44	100

(Source: Field Study, 2014)

In above table No.4 shows that 72% of employees were getting sufficient self-respect and 53.33% of employees agreed on sufficient autonomy for work in the organization. Similarly, 66.67% of employee getting satisfactory level of recognition while working in NAC. In above Phenomenon, most of the

**Table no 5. Self-actualization needs**

Types of self-actualization need	Sufficient (%)	Satisfactory (%)	Not sufficient (%)	Total (%)
Participation decision making	10.67	17.33	72	100
Opportunity career development	13.33	29.33	57.34	100
Delegation of power & authority	12	21.33	66.67	100

(Source: Field Study, 2014)

NAC employees are getting sufficient self-respect and recognition while working in NAC. The levels of achievement of esteem need from NAC was just only satisfactory.

**Self-actualization needs:** Self-actualization needs consist of needs of growth, achieving one's potential and self-fulfillments, the drives to become what one is capable for becoming in the organization, one can achieve such needs by the challenging job and participating in decision making activities. In NAC, there is the opportunity for career development, individual growth and development, fulfillments of all kinds of needs, participate in decision making activities, delegation of power and authority to its employees. The levels of Self-actualization needs and its achievement is given below in table-5. In above table No.5 shows that, 72 % of NAC employees had not been participated in any decision making process, and 57.34% of employee were. Not get sufficient opportunity for career development in NAC. Similarly, 66.67% of employee did not getting chance for delegation of power and authority in the organization. In above context, NAC has not been providing good opportunity for career development, delegation of power and authority and participating in decision-making Process. Hence, the level of self-actualization needs of NAC. Employees was found very low level or demotivated in these stages in the organization.

**Adopted motivational strategies and its impact on organizational performance of NAC:** An investigation about how employees of NAC believes their motivational strategies influence the performance of the organization. It was shows that employee motivation has strong effects on the performance of an organization. The study found that, productivity, profitability, efficiency and effectiveness, market shares, sales volume growth, innovativeness and shareholder fund are all influenced by employee motivations. Which is given below in table no. 6.

**Table no 6. Adopted motivational strategies and its impact on organizational performance of NAC)**

Variables	Strongly agree	Agree (%)	Neutral (%)	Disagree (%)	Strongly disagree	Total
Increase in productivity	59	22.50	13.20	4	1.30	100
Increase in profitability	58.20	20.80	13	8	-	100
Increase in efficiency and effectiveness	65.40	17.50	12.10	3.20	1.80	100
Increase in market share	27.80	39.20	23	10	-	100
Increase in sales volume growth	40.20	38.80	19.20	1.80	-	100
Increase in employee innovativeness	34.30	40.20	22.50	3	-	100
Increase in shareholder fund	38.70	33.30	22.60	5.40	-	100

(Source: Field Study, 2014)

In above table No. 6 shows that employee motivation has significant positive impact on organizational performance. The key performance indicators of the organizations has influenced by motivational strategies adopted by the organization.

The employee agreed on motivational strategies increase in organizational productivity was founded 71.50 % and profitability was 79%. Similarly, efficiency and effectiveness of the organization was impact 82.90 % but the rate of increasing market shares and sales volume growth 67% and 79% respectively. Furthermore, employee innovativeness was increase by 74.50 % and shareholder fund increase by 71.80%. In above phenomenon shows that there is a significant relationship between motivational strategies and organizational performance.

## Conclusion

Study show the moderate level of employee motivation and its impact on organizational performance at Nepal Airlines Corporation in Nepal. Motivation is psychological concept. All individual are having different level of Motivation. Motivation may be range from very high to very low form different context. The research shows various factors influences of employee's motivation and employee's productivity and its impact of overall organizational performance. The most important factor contributing employee's motivation based on both monetary and non-monetary factors. Monetary factors are; salary and remuneration etc. The non-monetary factors are: job security, social security measures, welfare facilities, leaves and holidays, safety and health condition, organizational culture and climate, working environment, channel of communication, relations between supervisor, subordinator, management and employees, delegation of power and authority, participation on decision making process, rewards and punishment system, fair and sound career development or promotion system, recognition of work, properly implemented code of conduct, feeling success and job satisfaction, prestige of job in the society, effective feedback system, plan for individual growth and development, positive attitude towards the employees, organization respect for the employees, excitement & enthusiasm about job, organization inspiration for the employees, we feeling, Team spirits in direct work environment, job placement, high degree of interest in job, organizational leadership, labour turnover, employees absenteeism, antagonism, quality output, and get happiness in organization etc. was found important factors for determines the employees motivation in the organization. To conclude that highly motivated employees plays vital role in every organization for better performance. Unless an employee has demotivated if always, a possibility of employee conflict, disharmony, lack of effectiveness, efficiency, production, and productivity and affect smooth running of the organization and its performance.

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