

An Assessment of the Influence of Employee Motivation on Performance Output: A case of Nigerian Bottling Company

Oluwamayowa Abimbola¹, Olubukola G. Yomi-Akinola², Adeolu A. Adedapo^{1,2*}

¹University of Ibadan School of Business, University of Ibadan, Nigeria

²Centre for Entrepreneurship and Innovation
University of Ibadan, Nigeria

*Corresponding author: Adeolu A. Adedapo

Abstract: The core of any company, organization or trade is its employees; their presence and contribution is very important in such a way that they determine if the company is going to be a success or a failure. Employees are individuals who possess their unique perspectives; values and attributes, which when properly managed are capable of enhancing organizational growth. However, when managed poorly they have the potential to severely limit organizational growth and threaten the viability of a business. Hence, the ability to attract, retain and develop talented employees is a key feature of a successful business.

This study examines the effect of motivation on performance output of staff of Nigerian Bottling Company, Ibadan. Two research questions and hypotheses were raised in line with the objectives of the study, which are to determine if there is a relationship between employee motivation and performance output and to analyze how well motivation can help enhance employee performance.

This research made use of descriptive research design. A sample size of 200 was used and a four-section questionnaire was administered to elicit information from the respondents. Result from findings of this study shows support for the influence of motivators on job performance by establishing a significant positive relationship between the two variables among employees examined. This study therefore recommends that management of Nigeria Bottling Company should endeavor to consider employee motivation as a potent weapon for their organizational growth.

Keywords: Employee, Employee Motivation, Performance, Performance Output

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I. Introduction

The success of any aspect of the business can be traced to motivated employees. The ability to attract, retain and develop talented employees is a key feature of a successful business. People are an organization's most valuable asset and people represent the most difficult resource for organizations to manage (Mullins, 2005). With the present global economic trend, most employers of labour have realized the fact that for their organizations to compete favourably, the performance of their employees goes a long way in determining the success of the organization (Muogbo 2013). The performance of employees in any organization is vital, not only for the growth of the organization, but also for the growth of individual employees (Meyer and Peng 2006). Unlike physical assets, people have their own individual needs, which must be met, and habits, which must be managed if they are to contribute to organizational growth and development (Mullins 2005). Employees are individuals who bring their own perspectives, values and attributes to organizational life, and when managed effectively can bring considerable benefits to organizations (Mullins, 2005). However, when managed poorly they have the potential to severely limit organizational growth and threaten the viability of a business. The core of any company, organization or trade is its employees; their presence and contribution is very important in such a way that they determine if the company is going to be a success or a failure. A company may have good manager, a good vision and a good goal; however, if it neglects its employees, that company is practically in turmoil. Unsatisfied employees produce unsatisfactory results, therefore, it is very vital for top management to take care of their employees to ensure that they are satisfied in their jobs; when they are satisfied; they strive for the company's goals and aim (Latham, 1994; Egan, 1998). The success of any organization depends on the ability of managers to provide a motivating environment for its employees. The challenge for managers today is to keep the staff motivated and performing well in the workplace.

Motivation is one of the most important concepts of psychology and vital for the managers who direct subordinates for obtaining worthwhile goals (Ali et al., 2012). In the past, especially for the behavioral disciplines in organizational and individual development, managers concentrated on fully analyzing the

organization's technological and mechanical capacities, and often neglected a vast untapped resource: its human assets. Since increasing the motivation and commitment of the members can improve the organization's performance (Brown, 2011), therefore this issue is found to be important for concentration. How well an organization motivates its workers (Intrinsic or Extrinsic) in order to achieve their mission and vision is of paramount concern. Employers in both private and public organizations are becoming increasingly aware that motivation increases productivity. From the foregoing, and looking at today's economic trend, it is evident that the pace of change in our business environment presents fresh challenges daily. Therefore the study will want to look at the effect of motivation on performance output of staff of Nigerian Bottling Company (NBC), Ibadan. The study will cover the two plants at Ibadan (Asejire and Coca-Cola along Sango-Mokola Road)

Objectives of the study

- i. To determine if there is a relationship between employee motivation and performance output and the type of relationship.
- ii. This research is to analyze how well some motivation can help enhance employee performance

Research questions

- i. Is there a relationship between employee motivation and performance output?
- ii. How well can motivation help to enhance employee's performance?

Hypotheses

Hypothesis one

H₀1: There is no significant relationship between motivation and performance among employees of Nigeria bottling company.

H₁1: There is a significant positive relationship between motivation and performance among employees of Nigeria bottling company

Hypothesis two

H₀2: Motivation dimensions have neither joint nor independent influence on performance among employees of Nigeria bottling company.

H₁2: Motivation dimensions have joint and independent influence on performance among employees of Nigeria bottling company.

II. Literature, Materials And Method

2.1 Conceptual Review

Concept of Motivation

Motivation is a construct used to describe behavior; it represents the reasons for people's activities, wishes, and needs. Motivation is the inner drive that pushes individuals to act or perform. Specific theories may propose varying set of factors influencing motivation (Harder, 2008) but many scholars agree that motivation is the psychological process that causes the arousal, direction, intensity and persistence of behavior (Pinder, 1998; Latham, 2004). Motivation is a broad concept that is concerned with the factors that influence people to behave in certain ways. In support of this, Fielding (2006) affirmed that motivation is the force within a person that makes him or her act in a certain way to achieve some set goals. Scott (2007) defined motivation as the processes that account for individual's intensity, direction and persistence of effort towards attaining a goal. A need related model of the process of motivation suggests that motivation is initiated by the conscious or unconscious recognition of unsatisfied needs. Armstrong (2006) noted that most people need to be motivated to a greater degree to perform effectively. Huczynski and Buchanan (2007) argued that motivation is a combination of goals towards which human behavior is directed, the process through which those goals are pursued and achieved and the social factors involved. They further indicated that the three components of motivation are direction, effort and persistence. Motivation is therefore a concept that is driven by desires and needs, which should be satisfied. This being the case, managers must create an enabling environment for workers to be motivated. Those who can motivate employees improve employee retention and reinforce positive behavior that increases performance. Fielding (2006) added that managers should understand the importance of motivation because their organizations would benefit if employees are enthusiastic about task accomplishment. This can be achieved through the creation of positive organizational climate. Mitchell (1982) noted that the basic requirement for motivating staff include comparative high pay, an equitable payment system, real opportunities for promotion, considerate and participative management, a reasonable degree of social interaction at work, interesting and varied tasks and a high degree of autonomy. When all of these satisfy workers, they will be productive and perform maximally. Evans (1999) opined that intrinsic and extrinsic motivations are the major types of motivation identified by Herzberg *et al.* (1959). According to him extrinsic motivation consists

of tangible rewards or what is given to people such as pay, salary, fringe benefits or promotion to encourage them. Intrinsic motivation is related to self-generated and psychological factors that influence people to behave in a particular way. Intrinsic motivation is the self-desire to find new things and new challenges, to assess one's potential, to observe and to gain knowledge. It is influenced by an interest or enjoyment in the task itself, and exists within the individual rather than depending on external pressures or a desire for reward. These include: opportunity to use one's ability at work, challenging work opportunity and being treated fairly.

Concept of Performance

Performance is something, a single person does. Performance of employees is highly affected by motivation. Employees when motivated their performance automatically reached towards high level. Motivation has a direct and positive effect on job performance when we properly account for effort. Effort has a positive effect on job performance. The idea that motivated employees is more productive held through the 1970s. Barbuta-Misu (2008) states the fact that performance in a modern company may be defined as a state of competitiveness achieved through a high level of efficiency and productivity, having the goal of assuring a durable position on the market. Chandrasekar (2011) opined that the workplace environment impacts on employee morale, productivity and job performance both positively and negatively. If the work place environment is not pleasing to the employees, they get de-motivated and their performance also affected. Poorly designed work timings, unsuitable authorities or duties, lack of appreciation, and lack of personal decision-making opportunity. People working in such environment are not satisfied they feel stressed and it negatively impact their job performance.

Theoretical Review

Abraham Maslow Theory of Need

Maslow in his book outlined his theory of motivation. In his need hierarchy Maslow states that there are at least five set of goals, which are called the basic needs.

1. Physiological needs: These needs are directly related to survival of individual or species. These are typically concrete needs such as eating, dressing and sleeping. The lack of these needs can cause bodily or make the human not to function up to capacity, physiological needs are thought to be the most important and must be met first.

2. Security needs: This type of need is to protect against various threats, if a person's security needs are relatively satisfied, their safety needs take precedence and dominate behavior. In the absence of physical safety due to war, natural disaster, family violence, childhood abuse, people may experience post-traumatic stress disorder. The absence of economic safety due to safety due to economic crises and lack of work opportunities, these safety needs will manifest itself in ways such as preference for job security Social need of belonging to group: It disclose the need of social dimension of the individual who needs to feel accepted by groups in his family, work, intimacy, friendship and associates. According to Maslow, human needs to feel and have the sense of belonging and been accepted among social groups in life they choose to belong or finds themselves in. these group maybe large or small, some large groups may include, religion group, co-workers, professional organizations, sports team or gangs, while small groups may include love relationship, members of the family, mentor, colleagues and confidant.

4. The esteem needs, respect and trust: Human have a need to feel respected, this includes the need to have self-esteem and self-respect. Esteem presents the typical human desire to be accepted and valued by others. People usually involve themselves in a profession or hobby to gain recognition. These activities give the person a sense of recognition or value.

5. Personal development: According to Maslow, this need aims to get out of condition purely material to reach fulfillment. This level of needs is the desire to accomplish everything that one can and to become the most that one can be (Srivastava 2005). In 1943, Maslow argued that human beings have an internal need compelling them in the direction of self-fulfillment and personal superiority. He then came up with an opinion that there are five unique position of needs and once we to satisfy a need at one position of the hierarchy it will have an influence on our attitude. At such stage our attitude starts to decrease, we now put more powerful influence for the need at the next stage up the hierarchy. Firstly, individuals are motivated by Psychological needs, this psychological needs builds the fundamental need for survival, it may include warmth, clothing, food and shelter. When people are thirsty and don't have clothing or shelter, they are more motivated to accomplish these needs because these needs turns to be a great influence on their behavior. But then again, when individuals have surpluses in those basic needs (psychological needs), they tend to move to the second level where it was seen by Maslow as the higher order of needs. The second level is the security needs: it is the most important need to people at this level. This is seen and conveyed in the safety of the employee's health and family.

The social needs came third. When an employee feel secured and safe at work, he will then take the rule and regulations of the organization serious and stick to the guidelines, also a good friendship, love and intimacy will

be formed. Going up the hierarchy is the self-esteem needs. It is the fourth level of needs by Maslow and it introduces the recognition to be accepted and valued by others. The fifth level of Maslow needs is the self -actualization needs. The self -actualization was developed into what an individual is to become or what he is competent to become. (Srivastava 2005)

Douglas McGregor: Theory X/Theory Y

McGregor's theory, which is built on Maslow's theory, adds a central idea: that managers' assumptions about their employees can affect their motivation. This theory proposes two alternative and extreme views to see the human being: Theory X and Theory Y. According to Theory X the employee is viewed as mainly negative, lazy, resist change and unable to motivate. This produces a controlled environment with strict rules, threats and punishments. Employees in an organization like this tend to perform less effectively, give low productivity, produces aggressions and conflicts (Bolman et al., 1997). Theory Y on the other hand strives to maximize the employee's individual goals and efforts by giving workers greater job involvement and autonomy.

This means that employees are given the possibility to grow and achieve their own goals within the organization. Employees are viewed as positive and open to development.

Management's goal is to make the employee happy and satisfied with their work and performance (Bolman et al., 1997; Matteson 1999).

Taken not too literally the theory can provide a useful tool for motivation and management research (Shah and Shah, 2007). In addition, these theories remain as a guiding principle of positive approaches for management, to organizational development and to improve organizational culture.

MacGregor suggested that there exist two sets of employees (lazy and ambitious employees) with lazy employees representing theory X, hard and ambitious workers representing Y. According to him, the lazy employee should be motivated to increase performance in an organization Geogopalaus path Goal theory of motivation states that, if a worker sees high productivity as a path leading to the attainment of one or more of his personal goals, he will turn to be a high producer. But if he sees low productivity as the path leading to the attainment of his goal he will turn to be a low producer and hence needs to be motivated (Abonam 2011).

2.3 Empirical Review

According to Maurer (2001) rewards and recognition are essential factors in enhancing employee job satisfaction and work motivation which is directly associated to organizational achievement. Kalimullah Khan conducted a study in which he examined the relationship between rewards and employees motivation in commercial banks in Pakistan. The study focused on four types of rewards of which one was recognition, which he tested through Pearson correlation. The results showed that recognition correlates significantly (0.65) with employee work motivation (Khan 2010). An empirical study was conducted in Pakistan to measure the impact of reward and recognition on job satisfaction and motivation. 220 questionnaires were distributed and filled by employees of different sectors. The result showed that there exists significant ($r=0.13$, $p<0.05$) relationship between recognition and employee work motivation (Rizwan et al., 2001). An empirical study was conducted by Reena Ali and M. Shakil Ahmed to examine the impact of reward and recognition programs on employee motivation and satisfaction. A questionnaire was distributed to 80 employees of Unilever and data was analyzed through SPSS version 16. The results showed that there is a statistically significant ($r=0.92$, $p<0.01$) direct and positive relation between recognition and employee work motivation (Reena et al., 2009). A study was conducted in Pakistan to examine the job satisfaction among bank employees in Punjab. A structured questionnaires survey was used and data was gathered from 4 banks employees, the value of correlation coefficient for recognition was 0.251, which shows that its relationship with job satisfaction is positive. Job satisfaction is directly associated with internal work motivation of employees that enhances as the satisfaction of employees increases (Salman et al, 2010). That is why a study says that deficiency of appropriate recognition and rewarding reduces employee work motivation and job satisfaction. Hence, administration of organization and institutions should build up the arrangement for giving that rewards and recognition to enhance employee job satisfaction and motivational level (Reena et al., 2009).

2.2 Materials and method

This research made use of descriptive research design. Stratified random sampling method was employed to select a sample of 200members of staff. A four-section questionnaire was designed based on the objectives of the study to elicit information from the respondents.

III. Results

3.1 Socio-Demographic Information of Respondents

Table 3.1: Socio-Demographic Information of Participants

SN	Variable	Response	Frequency	Percentage
1	Age	Less than 25 years	19	8.5
		25-29 years	75	33.5
		30-34 years	81	36.2
		35-39 years	22	9.8
		40 years and above	27	12.1
2	Gender	Male	180	80.4
		Female	44	19.6
3	Academic qualification	SSCE	19	8.5
		ND/NCE	46	20.5
		HND/University degree	134	59.8
		Postgraduate	25	11.2
4	Job status	Engineer	55	24.6
		Cleaner	4	1.8
		Account	19	8.5
		Quality Assurance	8	3.6
		Human Resource	14	6.3
		Contract staff	50	22.3
		Sales rep	33	14.7
		Marketing	18	8
		Microbiologist	14	6.3
		Health worker	9	4
		5	Work Experience	Less than 5 years
5-9 years	58			25.9
10-14 years	21			9.4
15 years and above	20			8.9
Total			224	100

1.2 Descriptive analysis of research questions

Research question one: What are the dominant forces that influence performance

Table 3.2: Dominant forces that influence performance

SN	Item	Response	Frequency	Percentage (%)
1	I perform well in this job because I want career growth for myself	Strongly agree	127	56.7
		Agree	65	29
		Disagree	25	11.2
		Strongly disagree	7	3.1
2	I perform well in this job because of the pay I get	Strongly agree	41	18.3
		Agree	92	41.1
		Disagree	70	31.3
		Strongly disagree	21	9.4
3	The necessary instruments needed to perform on this job often influences my overall performance	Strongly agree	49	21.9
		Agree	92	59.4
		Disagree	70	16.5
		Strongly disagree	21	2.2
4	The general working condition influences my performance on the job	Strongly agree	45	20.1
		Agree	127	56.7
		Disagree	35	15.6
		Strongly disagree	17	7.6
5	My co-workers influence my day to day performance on the job	Strongly agree	40	17.9
		Agree	109	48.7
		Disagree	64	28.6
		Strongly disagree	11	4.9
6	I perform well on this job because I do not have any other alternative of livelihood	Strongly agree	40	17.9
		Agree	59	26.3
		Disagree	94	42
		Strongly disagree	31	13.8
7	I am happy doing the job because it is my dream job	Strongly agree	54	24.1
		Agree	79	35.3
		Disagree	44	19.6
		Strongly disagree	47	21
Total			224	100

3.3 Hypothesis Testing

Hypothesis One

H₀₁: There will be no significant relationship between motivation and performance among employees of Nigeria bottling company.

H₁1: There will be significant positive relationship between motivation and performance among employees of Nigeria bottling company.

The following table 3.4 describes a correlation analysis of research question two and hypothesis one:

Table 3.4: Summary of Pearson r Showing the Relationship between Employee Motivation and Job Performance

Variable	Mean	SD	R	df	P
Job performance	53.42	9.41			
Motivation	21.11	4.30	.23	222	<.01

Table 4.5 presents results on the relationship that exists between job performance and motivation among NBC employees. It is shown that there exists significant positive relationship between job performance and motivation among NBC employees ($r = .23$; $P < .01$); this connotes that the higher the motivation, the higher the job performance. This upholds the H_1 and rejects the H_0 .

Hypothesis Two

H₀2: Motivation dimensions will have neither joint nor independent influence on performance among employees of Nigeria bottling company.

H₁2: Motivation dimensions will have joint and independent influence on performance among employees of Nigeria bottling company.

This was tested using multiple regression analysis and the result is presented on Table 4.6;

Table 4.6: Multiple Regression Summary Table Showing the Dimensions of Motivation as Predictors of Job Performance

Dependent	Predictors	β	t-value	P	R	R ²	F	P
Job performance	Intrinsic	.02	.30	>.05	.32	.10	11.92	<.01
	Extrinsic	.31	4.64	<.01				

Table 4.6 presents results on the joint and independent influence of the dimensions of motivation on job performance among NBC employees. It is shown that dimensions of motivation (intrinsic and extrinsic) had significant joint influence on job performance [$R = .32$; $R^2 = .10$; $F(2, 221) = 11.92$; $P < .01$]. When combined, extrinsic and intrinsic motivation accounted for about 10% variance in job performance. However, only extrinsic motivation had independent influence on job performance [$\beta = .31$; $t = 4.64$; $P < .01$].

IV. Discussion

It was discovered that most of the employees works for one purpose or the order in NBC. For some, personal gains made them to exert more effort to the job, while for some other employees, gains from the environment and the salary makes them to put more effort to the job. These could be classified into intrinsic and extrinsic drives respectively. This finding is in relation to the study carried out by Jibowo (2007) on the effect of motivators and hygiene on job performance among a group of 75 agricultural extension workers in Nigeria. The study basically adopted the same method as Herzberg et al. (1959) and it shows some support for the influence of motivators on job performance. In another study carried out by Centres and Bugental (2007), they also based their research on Herzberg’s two-factor theory of motivation, which separated job variables into two groups: hygiene factors and motivators. They made use of sample of 692 subjects to test the validity of two-factor theory. And it was discovered that at higher occupational level, motivators or intrinsic job factors were more valued, while at lower occupational levels hygiene factors or extrinsic job factors were more valued. From this work they concluded that an organization that satisfies both intrinsic and extrinsic factors of workers get the best out of them. Another study carried out, which is of importance to this research, is that of Wood (1974).

Also, this study discovered that there exists significant positive relationship between motivation and job performance among NBC employees. This implies that the higher the motivation, the higher the job performance. According to Maurer (2001) rewards and recognition are essential factors in enhancing employee job satisfaction and work motivation which is directly associated to organizational achievement. Cosmin et al., (2012) in their own research established studying the performance of the organization is to analyze the organizational behavior and performance improvement can come only from an improvement in behavior (which otherwise could be referred to as motivation). Also in a study conducted by Khan (2010), the results showed that recognition correlates significantly (0.65) with employee work motivation (Khan 2010). An empirical study was conducted in Pakistan to measure the impact of reward and recognition on job satisfaction and motivation. 220 questionnaires were distributed and filled by employees of different sectors. The result showed that there exists

significant ($r=0.13$, $p<0.05$) relationship between recognition and employee work motivation (Rizwan et al., 2010).

V. Conclusion and Recommendations

From the findings of this study, it could be concluded that employee motivation is capable of playing a pivotal role in the growth of the Nigerian Bottling Company, hence, it was recommended that management of NBC should try as much as possible to put in place tangible motivational packages such as increment in salary and bonuses, additional incentives to productive behavior, among other monetary and material packages. This will go a long way in ensuring additional effort to work. The study also recommends that employees be encouraged to further on their studies in form of enrolling in professional courses and related skills. Finally, the study recommends that more studies should be carried out on motivation and job performance in other industries and organizations.

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