

Effect of Employees Performance on Sales in Bank of Palestine

Abstract

Due to the huge competition that has surrounded the business environment, industries, sectors, and organizations have put in place many effective plans and strategies. A great reward to employees brings about good employee performance and a subsequent increase in sales. The motivation system is one of the numerous tools used by management to improve employee performance, maintain quality products, and increased sales.

When business organizations are not bothered about the motivational plan, most times they suffer a great deal including decreased sales. To achieve employee performance which will lead to increased sales, a good motivation system must be put in place. To bring about an increased sales percentage, a good system of administration and sales influencers must be put in place by management. It is however important to investigate the nexus between employee motivation, employee performance, and sales in the bank of Palestine. Based on this argument, this research tends to investigate the Effect of employee performance on sales. The main aim of this research is to determine the effects of employee performance on sales.

This study examines the relationships between employee performance and sales in the bank of Palestine. We explore conceptually how linking the dynamics of the behaviors of employees on reward administration and its impact on productivity

Our findings suggest that higher employee motivation can lead to higher employee performance as well as sales.

Introduction

1. Background

Recently especially during the ravaging multiple dynamics that surrounded activities of contemporary organizations such as the basic and major dynamics in the scope of business. This changing nature of the business environment and the need to bring about the uniform interests of stakeholders in a way that businesses are being operated. Go bring about increased productivity and total quality, there is a need for an entirely modern approach to human resources management, which reward administration is part of.

According to Aragon, (2003), a total quality management scholar, everybody in a company must take part in the work towards the continuous building of the organization and ensuring sustainability of the organization by ensuring increased sales. Aragon opted that consumer satisfaction and employee performance are all determinants of increased sales. This means that poor consumer satisfaction and low employee performance will bring about decreased sales.

Employee performance is all about employee's increased productivity, quality of service, process, and interest in organizational activities. Omotosho, (2002) insisted employees will only perform well under good motivation systems. It should be noted that just a small portion of 40 to 50 percent of average employees will put effort into the job during a particular period. The research also suggests that to attain a great employee performance level of maybe 70 to 95 percentage, employers must put in place a great remuneration process. Sales percentage on the other hand will increase as a result of many factors including standard and quality of products. So it is therefore a chain that looks like employee motivation, increased performance, and increased sales.

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Before this century, employers must ensure the stimulation of reward to bring about increased performance as well as sales. Experts contend that good product standard and productivity is achievable in an organization when a good system of motivation is in place.

According to Rodney et al., (2009), "there are tendencies, judgments of those working with one will bring about sales". The appraisal that will bring about employees can either be inevitable or pervasive.

Employee's ability to judge employers could bring about essential motivational, ethical, and legal issues within the business environment, which can hinder or affect productivity. Barring good motivation and remuneration there is a higher probability that employee's performance will be low and sales will be decreasing.

A business organization will enjoy higher sales if the employee performance is on the high side. Employee's performance will always be on the higher side when their good remuneration and the best environment to carry out their duties. In other to understand the basis for this study Cole, 2002 expressed that individual acknowledgment and achievements should be a replacement for usual collective responsibility.

Employees performance assessment is also known as employee performance evaluation can be referred to as the formal, well-established system of monitoring, measuring, and evaluating the effectiveness, features, behavior as well as performance of employee's activities within a business environment.

The employee performance evaluation can assist the management as well as company owners in the formulation of policies, perspective about employees, and positioning of who should and need to be at a particular place in time within a business environment. The evaluation is important in an organization as it reveals how successful the job and unique tasks of different teams within a business organization are carried out and their contribution to achieving the business goal.

The company's goals, long and short-term objectives avail employees the opportunity to maximize their time and minimize their error by acting as a map and directions towards allocating their time spent on varying tasks judiciously. Such act in clear terms can be said to work towards employees understanding and social characteristics like their skills, ideas, personalities, capabilities, features, values, nature, customs, traditions, feelings, wants to mention but few, which are coupled with variation from employees to employees.

As these employees' wants, feelings, values are varying, it can influence the performance. This is why business organizations must use tailored training, seminars, and other developmental opportunities to solidify and bring about improvement of the employees in skills, capacity, and abilities needed to deliver their quotas to the company's goals.

Barring all the positivity, these innovative opportunities could either be effective or ineffective. Perhaps such developmental training is effective, it will bring about the increased performance of the employees and subsequently sales. But if perhaps the programs prove ineffective, such ineffectiveness will have a great effect on the performance of the employees, which apparently will low.

Business organizations are not unaware of the modern characteristics of workers which might not be based on training, skill acquisition and seminars, awards, rewards, punishment are classified as unattractive, but the lack of good monitoring and supervision might be a factor that hinders the company. To start a good business and lay a great foundation for a business environment requires sponsors to first put basic salaries at automation. Employees must not be deprived of their basic salary no matter what the country, as well as the company, is going through. Such an act of automating employee's salaries will bring about a positive attitude of the employees towards carrying out their duties.

The basic salary must be up to the industry standard if not more, but must not be lesser. This is because employees with lesser than industry-standard salary will always find alternative ways to sustain a stable and improve income for themselves by engaging in other income-generating activities, which will harm their performance in your organization. And it is clear that if employee performance becomes lower, there will be a decrease in sales.

1.1. Statement of Problem

Business operations usually are concern with planning and process where employee performance is seen as a determinant of sales. The profit motive of business organizations alongside the management put some of them in shambles where instead of ensuring improve employees performance through motivation, good remuneration, and reward system, they tend to focus on the control which is hindering increase sales percentage.

The act of rewarding employees for their performance will remain a juxtaposition. The contradiction rose while ending controversy about business goals that relate to motivational tools in one angle and the link between employee's performance and business objectives in the other angle.

According to Akata (2003), if the company's goals are expressed in an authoritative term, employees tend to be sad though authoritative business management is rather done to bring about performance. Akata insisted that good motivation brings about high workers. Due to this, it must be noted that apart from acknowledging humans in the implementation of quality management, factors like allowances, salary, and other remunerations like share bonus, entrepreneurial motivation, and productivity cash rewards for loyal and high performing employees, to mention but a few should be put in place.

It should also be of note that due to job security and fear of been sacked, employees may be a force to carry out their duties using control, but controlling or forcing employees will never bring about standardized productivity and this is a major hindrance to sales. Employers can sometimes dehumanize employees by providing a poor working environment and non-timely payment of salary and employees will still say such (Alwitt and Berger, 1993) Many employees are moved by what they. This is why a good working environment and timely payment of salary as well as remuneration is necessary for an organization. According to Derven, (1990) a unique performance appraisal system should be placed, if business organizations want to increase employee performance as well as improve their sales.

1.2. Research Questions

The questions highlighted below will be the map of this study.

1. What relationship exists between employee performance and sales in the bank of Palestine?
2. What is the relationship between employee motivation, employee performance, and sales?
3. How does employee motivation affect an employee's performance and sales?
4. What impact does management style have on employee's performance?

1.3. Aim of The Study

The aim of this research is particular about determining how employee performance affects sales in the bank of Palestine.

Other aims of the paper include:

1. To understand the relationship between an employee's performance and sales.
2. To know if there is any linkage between employee motivation, employee performance, and sales.
4. To assess the out impact of employee motivation on sales.
5. To investigate if management style influence employee performance.

2. Literature Review

2.1. Conceptual Review

2.1.1. Employee Performance and Management

Employee's performance and management can be referred to as the bringing together of all activities related to a business to attain a stable condition of the company and standardized products and sales (Ferris, 1999). Most business organizations that have experienced an improvement in the quality of their operation have recognized that broad base quality efforts are required. Therefore The concept also encompasses the organization process focusing on the continuous improvement of organizational activities to achieve the quality of products and services (Cole, 2002). The end goal of total quality management is consumer satisfaction. And this is why the concept is based on some ideas that involve thinking about quality in terms of all functions of the business organization. Total

quality management is a system approach, which consumes lots of interaction within stakeholders in an organization.

Brownbride, (1996) noted that the general effectiveness of the motivation system is greater than the sum of the unit outputs from the sub-systems.

Merier (1991) also summed the key issues and terminology related to Total Quality Management as the cost of quality been seen on the measure of non-quality as well as a measure of how the quality process is growing.

According to (Deming, 1982) quality can be forecasted on a uniform as well as low dependability cost and fitted to the sector. The research insisted that as quality improves cost will decrease and sales will increase resulting in higher performance.

Juran (1991) explained that the quality is suitable for use in terms of design, conformance, availability, safety, and field use. As such, the concept is incorporated in the point of view of the consumer. Crosby (2009) criticizes low quality in any company could amount to nothing less than 29% of sales most of that can be dodge adopting a great management style.

Ahiauзу (1999) summarizes total quality management as a new way of thinking about and ordering ideas that have to do with the management of business organizations. This is because Total Quality Management appears to be a comprehensive way of improving total organizational effectiveness.

2.1.2. Employees Motivation and performance Appraisal

The debate on whether motivation results must be allowed to determine decisions about higher pay and other appraisal outcomes like promotions remains one of the most continuous debates in human resources management. This should be subsumed into the quality of work-life, Deets, (2006).

According to Davis (2005) quality of work, life is the component values of individuals and group autonomy. The Individual's responsibility and interpersonal interdependence in business organization and task design.

Shamir and Solomon (1988) also argued that the quality of work-life must do with employee performance, which must be extended to employee's experience in fulfilling duties.



Figure 1. Diagram Showing Types Employees Motivation

Source: HRPayroll

Diagram 2.1 above showed major kinds of employee motivation that exist within a business organization. There exists a company's policies, status, relationship, working condition, pay and benefits, job security, and supervision as kinds of employees motivation.

Company Policies: Company policies can be either favorable or unfavorable to the employees. Favorable are those companies that the employees see and feel as beneficial to their work, social,

natural, and mental life. A company might have a policy of work-from-home for particular days in a week. Most employees might find this as beneficial as they can deliver their duties while having the opportunity of being around their loved ones all together. Such a company policy is termed favorable. But if a company has a policy of no break during work, where employees are made to starve while carrying out their duties, then such will be termed unfavorable. A company policy should always favor, not just the management, but the employees as well and this can serve as a motivation.

Pay and Benefits: Pay and benefits are employee's motivation that could speed up their performance 100 percent. If employees receive good pay couple with great benefits like wardrobe allowances, car allowances, security allowances, bonuses, overtime pay to mention but a few. There will be no reason to strive to survive by finding alternative income generators for themselves as the detriment of work, as such this will increase performance. Conversely, pay and benefits might lower down employee's performance if the salary is not forthcoming and is lower than the industry standard. This will make employees sort for an alternative way of generating income for themselves.

Job Security: Job security is another kind of motivation that can increase an employee's performance. If employees feel their job are secured and they are allowed to be part of the decision-making bodies of the organization, there will be an increase in their performance, as they will find ways to always secure their property.

Relationship: The kind of relationship an employee has with the business organizations can also serve as motivation. This is why it is always better to carry along employees in major activities within the business environment.

Herrick and Maccoby (2004) also observed that the main perspective of quality of work-life is concerned with the humanization of jobs. This refers to workplace democracy, job security, worker's equity, individualization, and social integration.

Equity should involve how commensurate the motivation of any employee will influence the striving of employees. This dependence relies heavily on how fitting the employees see his motivation (Wathon, 2007).

Discussion of pay at the time of performance appraisal adds up to employee's acceptance of such reward (Barnnister, 1990).

The lack of congruency between reward administration has been discovered to be a source of employee discontent and demotivation. Increased pay as well as motivation affect worker's perceptions.

In most organizations, the consistency in reward administration is aggravated by the practice of separate wage and salary, where merit rises and supervisors and managers decide bonuses arbitrarily and often secretly (Balkin, 2009).

2.1.3. Determinant of Employees Awareness

Marx (1977), insisted that it is not the consciousness of man that determines their existence, rather their social being determines their consciousness. The social being of humans therefore depends largely on the state of their material condition. For example, the average employee does not find anything strange in the work environment of the western world, because even at his home and in other aspects of his social life in the wider society. The syndrome of social existence and his general wellbeing has evolved to the level, where the rhythm of living and the general pattern of thinking and world view in his wider society correspond with that of the western industrial move of production demand.

In the bank of Palestine, the conditions and the total welfare of employees have not developed to a level that will result in the social and intellectual consciousness similar to that which exists in the western world (Richman, 2006).

2.1.4. 360 Degree Response

The 360-degree response also known as 360-degree feedback can be described as a modern attempt at employee performance assessment. Researchers, scholars, and business organizations are finding the concept a lot interesting, as they are scientifically gathering and collecting data and responses on studies and works that are relating to employee's performances.

Like a lot of other concepts of employee performance and sales percentage, the 360-degree response concept was developed based on martial usefulness, as it aids and assists in staff developmental processes. Studies revealed that scholars in the fields of human resources and relations were enmeshed in finding answers to varying questions and took them little less than a century to acknowledge 360-degree response.

After the 1990s in the past centuries, the socio econometrics method witnessed a conspicuous and unexpected usage in business organizations ranging goals such as the development of individual employees and development of a group of employees and teams, which brings about a quality relationship within and external bodies.

The 360-degree response techniques are a kind of application, which allows individual employees to be prone to information about their activities within a business environment. The 360-degree response information could be accessed through the team's head, colleagues, supervisor, customers, and other stakeholders that are closely monitoring the organization and have also been involved in the transaction with employees and organizations at one point or the other. This could have examples like subordinate assessment, personal assessment, colleagues assessment, superiors evaluation, and others.

Development of the concept of 360-degree response is related to contemporary knowledge of positions in a business environment. All stakeholders in a business environment who are closely affected by job processes and activities are capable of participating in 360-degree response i.e they can carry out assessment evaluation of performance. Co-workers can say what features, behavior, skills a co-worker have.

Table 1. Comparison Between Employees Motivation and Employees Performance

Employees Motivation	Employees Performance
Higher employees motivation will bring about higher employees performance	Higher employees performance is a result of higher employees motivation.
Lower employees motivation will bring about lower employees performance.	Lower employees performance is a result of lower employees motivation.
Employees motivation includes salaries, rewards, allowances etc	Employees performance include increased sales, standardized products, increased turnover etc.
Good management style is characterized by employees motivation.	Good management style will bring about higher employees performance.
Price for employees motivation is usually financial.	Employees motivation is price for employees performance.
Success of employees motivation can be celebrated if company's employees can see it.	Success of employees performance can be celebrate if the management can motivate more.
Employees motivation encourages employees.	Employees performance encourages management.
Lack of employees motivation can hinder standard and sales of products.	Lower employees performance can crumble business.
Two-way communication is an employee motivation.	Two ways conversion is a price for employees performance.

Source: Bailey (2005)

2.2 Theoretical Review

2.2.1. Administration Systems Theory

The administration systems theory according to (Becker, 2001), was postulated by Niklas Luhmann, a German social thinker, who gave the theory recognition as a frame of analysis in sociology. Luhmann, Kenneth Bailey as well made an important contribution to the development of administration systems theory (Ritzer, 2008).

This theory was gotten from natural science and is usable in behavioral and social studies (Buckley, 1967). Therefore, administration system theory is seen by the postulator as a common vocabulary to unit both natural study.

The administration theory is a particular concern in ranging aspects of the social world and thus operates against a piecemeal analysis of the social world. The system theory argues that the intricate relationship of parts cannot be treated out of the context of the whole. System theorists reject the idea that society or other larger-scale components of society should be treated as unified social facts. Instead, the focus is on relationships or processes at various levels within the social system (Buckley, 1967).

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As these employees' wants, feelings, values are varying, it can influence the performance. This is why business organizations must use tailored training, seminars, and other developmental opportunities to solidify and bring about improvement of the employees in skills, capacity, and abilities needed to deliver their quotas to the company's goals.

Ball (1978) and Bailey (2005) brought about a clearer explanation of this theory. According to them, system theory starts with a professional position of the real-life situation as having fundamental relationships, as expressed in the law of gravity as used in physics. Gravity does not necessarily mean entity. This is a set of relationships. In the same vein, administration system theory demands that sociologists should develop the logic of relationships and conceptualize social reality in relational terms.

The theory sees all aspects of socio-cultural systems in process terms especially as a network of information and communication. Most importantly, systems theory is inherently integrative. Society is treated with equity not as discarded entities but as a benefitting body of study (Ball, 1978).

According to Buckley (1967) and Mead (1962), consciousness and action are inter-related. The action starts with a sign from the society that is later communicated through the authors. This sign gives these authors the needed information. Base on this information, authors are allowed to select responses.

2.3. Theoretical Framework

The exchange theory is adopted to provide the theoretical framework for this research. This theory has been selected above others for the present study because it is deemed suitable for the

researcher as a formulation that best helps construct a theoretical framework within which to study the interaction between productivity and reward administration. With exchange theory, different varieties of formulations have been made that are about employee behavior towards reward administration and the effect on productivity. These have long been used to describe and analyze the motivational bases of employee behavior and the formation of positive employee attitudes (Molm, 1994).

Adopting the exchange theory to the analysis is fundamentally underestimating the social order and bringing about a greater group in solidarizing the degree of trust in the actors that have trusted others with discharging their duties to the benefits of society other than their interest. Therefore implies in the Total quality management where reward administration determines compliance, degree of effort as well as productivity. That is a reward exchange for efficiency and effectiveness. Base on the purpose of the research, quality management is seen as occurring as the response of reward administration which extracts from individual worker commitment and dedication. So if a worker knows that his effort will be rewarded positively he does more. According to Akata (2003), if the company's goals are expressed in an authoritative term, employees tend to be sad though authoritative business management is rather done to bring about performance. Akata insisted that good motivation brings about high workers. Due to this, it must be noted that apart from acknowledging humans in the implementation of quality management, factors like allowances, salary, and other remunerations like share bonus, entrepreneurial motivation, and productivity cash rewards for loyal and high performing employees, to mention but a few should be put in place.

It should also be of note that due to job security and fear of been sacked, employees may be a force to carry out their duties using control, but controlling or forcing employees will never bring about standardized productivity and this is a major hindrance to sales. Employers can sometimes dehumanize employees by providing a poor working environment and non-timely payment of salary and employees will still say such (Alwitt and Berger, 1993) Many employees are moved by what they. This is why a good working environment and timely payment of salary as well as remuneration is necessary for an organization. According to Derven, (1990), a unique performance appraisal system should be placed, if business organizations want to increase employee's performance as well as improve their sales.

3. Methodology

3.1. Research Design

The study adopts a survey design. Based on this, a questionnaire was used and distributed to randomly selected participants. This design is considered appropriate for studying an organization with nature and population like the bank of Palestine.

Adaptation of the survey method in this study is also informed by its variability in using a sample drawn to represent the elements within the bank of Palestine. The survey method is appropriate in the study of the influence of reward administration on productivity.

3.2. Area of Study

The study will cover various departments in the bank of Palestine. The selection of the bank of Palestine was based on the fact that it is the location where most businesses on the Arabian peninsula based their operation mode.

3.3. Population of The Study

The population of this study is 223 participants made up of 154 executives staff and 69 non-executives and employees.

3.4. Sample Size

The sample size for the study is 60 participants. This sample size is about 27% of the study population. The researcher considers this sample size larger enough for the research, based on the fact that the statistical analysis that would be involved. Again, the researcher considers the sample size larger enough for effective management by the researcher due to financial constraints and the urgency of the research.

3.5. Sampling Technique

A systematic sampling method was used. To ensure that the participants have an equal opportunity of being selected. The researcher collects the list of staff from the timekeeper. Arranged the names and selecting from the 3rd person, every 3rd person were selected until the 60th respondents were selected. The researcher as well selected 42 executives and 18 non-executives staff representing 69.05% and 30.95% of the study population and sample size respectively.

3.6. Instrument for Data Collection

The questionnaire is the main instrument used for collecting data for this research. The researcher engaged the assistance of two research assistants in Palestine, who helped in the distribution and retrieval of the questionnaire to and from the participants. The questionnaire contains two partitions. The first seeks to identify the demographic characteristics of the participants while the second section seeks information on the influence of reward administration on productivity.

3.7. Methods of Data Analysis

The method of analyzing data that will be based on responses gotten through the questionnaire and would subsequently be analyzed using "Descriptive Statistics".

3.8. Hypotheses of the Study

To reasonably conclude when necessary, the hypothesis below was set for this study :

H0: No significant relationship between employee performance and sales.

H1: There is a significant relationship between employee performance and sales.

4. Data Analysis and Presentation

4.1. Demographic Variables of Respondents

Table 2. Gender Distribution of Respondents

Gender	Frequencies	Percentage
Males	42	70
Females	18	30
Total	60	100

Table 2 above shows the sex distribution of the respondents of this study. Males are 42 (70%) while females are 18 (30%). Ratio of male and female is 7:3

Table 3. Information of Marital Status of Respondents

Status	Frequencies	Percentage
The Married	48	80
The Single	12	20
Total	60	100

Table 3 above depicts the marital status of the respondents of this study. It shows that 48 (80%) of the respondents are married while 12 (20%) are single. The ratio of the married to the single is question.

Table 4. Job Status of Participants

Job Status	Frequencies	Percentage
Executives	45	75%
Non executives	15	25%
Total	60	100

Table 4 portrays the job status of respondents 45 (75%) of the respondents are academic staff while 15 (25%) are non academic staff.

Table 5. Age Distribution of Respondents

Age	Frequencies	Percentage
Below 30	–	00%
31-35	33	55%
36-40	12	20%
41-45	12	20%
46-50	3	5%
51 and above	–	00%
Total	60	100%

From table 5 above majority of the responses are within the ages 31-35. Example, 33(55%) of the responses falls within this age category, they are followed by 36-40 and 41-45 who are 12(20%) each. The least is 46-50 they are only 3(50%). Age below 30 is zero, 51 and above is also zero.

4.2. Analysis of Research Questions

Table 6. Answer of Question One

If you are motivated can you improve on your performance	Frequencies	Percentage
Yes	60	100%
No	00	00%
Total	60	100

In table6 above, all the respondents said that they can improve on their performance if motivated. This implies that there is a strong relationship between employees motivation, employees performance and performances

Table 7. Answer of Question Two

Do think that motivation for good or bad behaviour has any relationship with continuous improvement of employees performance	Frequencies	Percentage
Yes	54	90%
No	6	10%
Total	60	100

From table 4.7, it is clear that motivation has a significant impact on employees performance. For instance 54 (90%) of the response of this study agree that motivation for behaviour whether good or bad has impact on employees performance. This means punishment which is the reward for bad behaviour deters employees from performing whereas motivation encourage employees to perform.

Summary, Conclusion and Recommendation

In the course of the study, it was discovered that there is no standard system of promotion and reward administration in Arabian Gulf Company. The promotion of workers is mostly stimulated by invincible hands and not on merit. Some employees have worked between 2 to 5 years without a promotion. Wages are not uniform. People with the same qualification and experience as well as started the same period earn different wages. Observation also showed that new employees with invincible influence with less qualification earn higher than those recruited before him.

In Arabian Gulf Company, good work is less recognized, with little or no reward at all. Aside from basic salaries, staff gets little or no other benefits. This study discovered that the majority of employees are not happy with their job and this has a great effect on productivity.

Based on results, it is crystal clear that conclude that motivation has a great effect on employee's performance and sales in an organization. The total quality management is difficult to implement due to the absence of a reward for good work. Employees might be forced to work convert of different resistance.

The study has analyzed all necessary data recommends that there should be a standard system and structure of reward administration. This will, in turn, serve as a motivational tool that will provoke high productivity among workers.

There should be a system of promotion of workers that will guarantee a steady growth to good performing workers. People should be made happy while doing their job. This will enhance productivity.

Some of the staff selected for this study expressed fear in filling and answering the questionnaire. This problem was overcome by the assurance that the identity of the participants is not disclosed.

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