

# EMPLOYEE MOTIVATIONAL PACKAGES AND PERFORMANCE IN NNPC, PORT HARCOURT, RIVERS STATE, NIGERIA

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## ABSTRACT

*The purpose of this study is to ascertain the relationship between employee motivational packages and performances in NNPC. Salary and recognition were used as the dimensions for employee motivational packages while profitability and employee satisfaction were used as the measures of performance in NNPC. The study adopted the cross-sectional research survey design with accessible population of 57 managers from three selected departments in NNPC, considering the population size of all of it were studied. The study adopted questionnaire as the research instrument and spearman's rank order correlation coefficient statistical was used to test stated hypotheses with the aid of SPSS. The findings show a positive and significant relationship between the dimensions of employee motivational packages and performances in NNPC. Thus, we recommended that for managers of NNPC to enhance their performance in terms of profitability and staff satisfaction, they should manage their organization employee motivational packages effectively and efficiently to enhance staff performance in NNPC, Port Harcourt, Nigeria.*

**KEY WORDS:** *Employee, recognition, salary, profitability, employee satisfaction.*

## 1. INTRODUCTION

Motivation seems inextricably related to organizational performance and we are convinced that likely motivated individuals working 'Smarter' are more productive both quantitatively and qualitatively (Holt, 1997). Motivation is important to understand, since it describes the reasons that drive one's actions towards the achievement of a goal (Grant, 2013). Motivation is the stimulus of behaviour.

Onouha (2016) expressed motivation as an area of directing function, which covers all activities of managers that tend to align employee and organizational interests so that behaviour of organizational members results in the achievement of employee needs/wants simultaneously with the attainment of organizational goals. Onouha opined that motivation can be looked at from either positive or negative perspective. Positive motivation includes; salary, increment, bonuses, promotion and praise. Negative motivation, often referred to as the "stick approach" uses penalties or punishments, often to induce a desired behaviour.

In Nigeria's NNPC employees are positively motivated by means of the carrot approach which includes salary increment, bonuses, promotion and praise. They are however demotivated by the "stick approach" using penalties or punishments, often to induce a desired behaviour.

(Ismael, Yusof and Davoud, 2010) stated that organizational performance lies at the heart of a firm's survival and it is the one most important goal of every enterprise whether small or large, profit or non-profit, public or private enterprises. (Lebens and Euske, 2006) expressed that organizational performance has to do with financial and non-financial indicators showing how well an organization has achieved its set goals. These indicators include market share, profitability, customer satisfaction, among others indicators which give a good knowledge of the efficiency of the organization. Furthermore, in today organizational environment, workers found themselves striving to achieve their organizational goals of profitability and customer satisfaction, but they need the both intrinsic and extrinsic factors of motivators to achieve their organizational and personal goals. The internally generated stimuli are called intrinsic factors which are self esteem and self satisfaction, while the externally generated stimuli or

extrinsic factors of motivation and they are pay and promotion, and threats, such as disciplinary action and ridicule (Holt, 1977).

(Pinder, 2008) referred that, work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work related behaviour, and to determine its form, direction, intensity and duration.

The study is an examination of the study of motivation activities in an organization, NNPC Port Harcourt which reveals the extent such practices are carried out, and how these packages influence employee's performance. The research study is useful to organization and government and scholars who will find this study useful.

Motivation is important to understand because it describes the reasons that drive one's action towards the achievement of goals (Grant, 2012) (Luthans, 1922).

### **Statement of the problem**

In NNPC, the employee suffers from low morale, low performance and low profitability due to the fact they are usually not adequately motivated intrinsically and extrinsically. This has led to the failure of organizational performance, low profitability and poor customer/employee satisfaction. Motivational packages are essential tool that stimulate employees to give their best in order to achieve organizational goals.

Motivational packages are essential resources of an organization like the NNPC. For instance, NNPC's corporate policy and procedure Guide (CPPG, 2023) has the following incentives for their staff-salary, promotion, responsibility allowance, staff home ownership Assistance scheme (SHOAS), monetization of some management benefits and bonuses. The major problem is the implementation.

### **Aim and objectives of the study**

The aim of the study is to examine the relationship between employee motivational packages and Performance in NNPC Port Harcourt, Rivers State, Nigeria. More so, the specific objectives of the study are to:

- i) Determine the relationship between salary and profitability.
- ii) Determine the relationship between salary and customer/employee satisfaction.
- iii) Determine the relationship between recognition and profitability.
- iv) Determine the relationship between recognition and customer/employee service.

### **Research Questions**

The research questions formulated to achieve the aims and objectives are shown below:

- i) What is the relationship between salary and profitability?
- ii) What is the relationship between salary and customer/employee satisfaction?
- iii) What is the relationship between recognition and profitability in NNPC Rivers State, Nigeria.
- iv) What is the relationship between recognition and customer/employee satisfaction in NNPC, Rivers State Nigeria?
- v) What are the impacts of these packages of motivation on the performance of employees at the workplace?

### **Research Hypotheses**

The research hypotheses for this study are stated in the null form and they are as shown below:

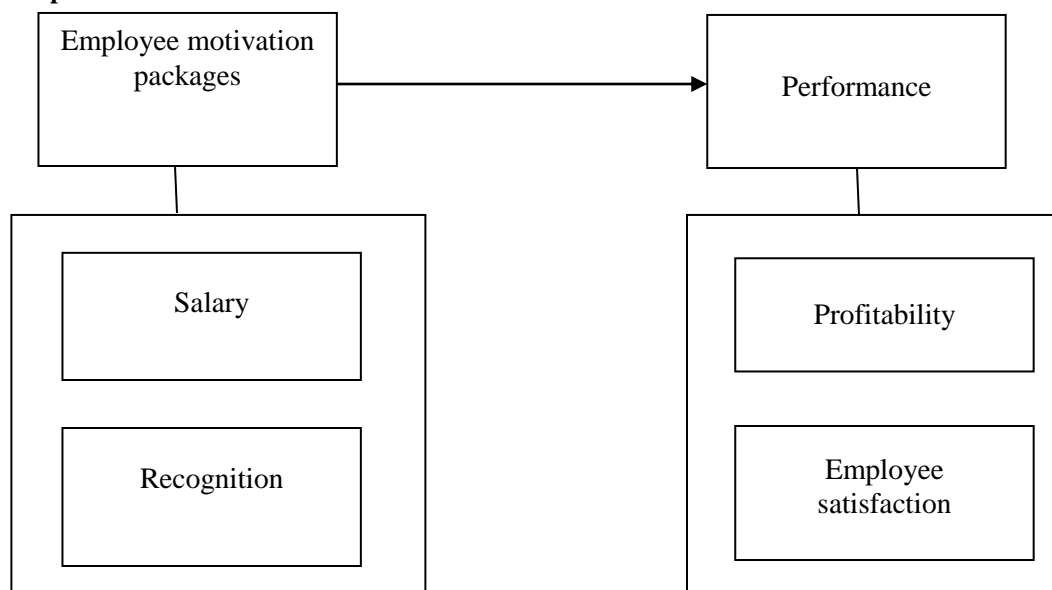
- i) There is no significant relationship between salary and performance in NNPC Port Harcourt, Rivers State.
- ii) There is no significant relationship between salary and profitability in NNPC Port Harcourt, Rivers State, Nigeria.
- iii) There is no significant relationship between recognition and customer/employee profitability in NNPC, Rivers State.
- iv) There is no significant relationship between recognition and customer/employee satisfaction in NNPC Port Harcourt, Rivers State.

## 2. LITERATURE REVIEW

### 2.1 Theoretical Framework

The theories that are covering this study are, content theory which gives insight concerning the individuals and things that are necessary to motivate the employee. Many good theories have been propounded for motivation but this paper will make use of three. The three theories were selected on the premises that give an in-depth knowledge and understanding about the employee and what will motivate the workers at any particular time in their working career. These are:

#### Conceptual Framework



**Figure 2.1: Conceptual framework of Employee motivational packages and performance in NNPC Port Harcourt, Rivers State, Nigeria.**

Source: Green. Tamybas Justice Joshua DBA, 2021

#### Motivational Packages

One of the most widely acknowledged theories of motivation is that put forth by a psychologist – Abraham Maslow.(Onuoha, 2016). Maslow’s theory of needs was recommended in 1943 by Abraham Maslow’s research paper. He advanced the following proposition about human behaviour Maslow used physiological needs, safety, belonging and love, esteem, and self actualization to describe the pattern through which human motivations generally move. The goal of Maslow’s theory is to attain the fifth level; self actualization needs.

There are basic needs that must be met to sustain human life. They include oxygen, food, and water shelter, sleep and sexual satisfaction. Physiological needs are the physical necessities for human survival. If these necessities are not met, the individual cannot function well and will eventually fail. Physiological needs are the first needs in Maslow hierarchy of needs, without them the other needs can’t be met.

They include the needs to be protected from physical danger (Fire, accident or criminal assault); the quest for economic security (loss of job, prosperity, food clothing or shelter); preference for the familiar rather than the unfamiliar, and the desire for orderly, predictable world. Others are preference for job, security, grievance procedures for protecting the individual from autonomous authority, savings accounts, and insurance policies. *Safety and security needs are concerned with keeping us harmless.* These include job security, shelter, health, and safe environments. If a person does not feel secured in his working environment, he/she will seek to find safety before attempting to meet any other higher level need.

Having met the physiological and safety needs, the next level of human needs is interpersonal and it involves the feelings of belongingness. Social needs include friend's affection, love, intimacy and family.

They include self respect, self confidence, autonomy, achievement, competence, knowledge, self-esteem needs and on the other hand, needs relating to individuals reputation, or the esteem for others; reputation, need for status, recognition importance or appreciation (Onuoha, 2016).

This need level discusses a person's full potential and how to realize it. Maslow describes it as the need to achieve everything that one can, to become the best that one aspires to be. This needs include self-fulfillment, personal growth, creativity and other such needs than can be met only by the individual (Holt, 1990).

### **Achievement – Motivation Theory**

This theory was developed by Atkinson, McClelland and verified and focuses on aspect of personality traits and presents three forms of innovation or needs in work situations. The three forms of needs of the achievement – motivation theory are *achievement, power and affiliation*. Need for achievement refers to an individual's wish for important execution, mastering of skill, control of high standards. Is related to the difficulty of work people decide to undertake. Employees with low need for achievement may choose very easy task such that a failure, will not be humiliating. Those with high need for achievement tend to choose very difficult task feeling that they are challenging but within reach.

A person motivated by this need enjoys status recognition, winning alignment, competition and influencing others. Individuals who have a need for affiliation work well in areas with public interactions like customer service or client interaction position. They prefer spending time creating and maintaining social relationships, they enjoy being part of groups and have desire to feel loved and accepted.

This theory is similar to that of Abraham Maslow's esteem needs, though more practical. He has broken motivation into two; the hygiene or dissatisfied and the motivators/satisfaction. According to Herzberg's motivator-hygiene theory, people have two sets of needs or requirements; motivator needs and hygiene needs. Motivator needs are related to the nature of the work while hygiene needs are related to physical psychological context in which the work is performed. Hygiene needs are satisfied by outcomes such as pleasant and comfortable working conditions, pay, job security, good relationships with co-workers, and effective supervision. According to Herzberg, when hygiene needs are not met, workers are dissatisfied, and when hygiene needs are met, workers are not dissatisfied. Satisfying hygiene needs however, does not result in high levels of motivation or even high levels if job satisfaction. For motivation and job satisfaction to be high in NNPC, Port Harcourt, Rivers State, motivator needs must be met. (Jones and George, 2003).

### **Motivational packages and effects on employee satisfaction and performance.**

Despite the plethora of theories studied by researchers I have decided to limit this study to two packages recognition and salary.

Recognition: It is a useful social tool where people get recognized by their work, and job done. This is found as esteem need in Abraham Maslow's hierarchy of need. The needs to feel good about oneself and one's capabilities to be respected by others, and to receive recognition and appreciation. Esteem need is a major motivator thus for an NNPC staff to be optimally productive the managers need to motivate their staff by recognizing and boosting their esteem needs. The second one is salary; salary is among the basic needs of Maslow's hierarchy of needs. Managers can distribute merit pay to people in the form of a salary increase or a bonus on top of regular salaries. When this is combined with recognition that thoroughly esteem needs it increases the stimulus of an NNPC staff to perform optimally.

This study involves motivational packages as independent variables, they include recognition and salaries.

Employee's performance is therefore taken as the dependent variable and the hypothesis were adequately guided in the literature review.

### **Organization Performance (NNPC)**

To promote high motivation, managers should base the distribution of pay to organizational members on performance levels so that high performance receive more pay than low performance (other things being equal). (Flynn and Valle, 1992). At general Mills, for example, the pay of all employees ranging from mailroom, clerks to

senior managers is based at least in part, on performance. (Solomon R. C., 1992). (Okan, 2012), conducted a study of the University on factors motivating employees are good salaries and promotion, extended health benefits and working environment. Likewise, when parallel with a similar study in Finland, it is established that the most important factor motivating employees in both countries is salaries. This is somehow related to this topic under consideration.

### **Empirical Review**

(Okan, 2012), conducted a study on the universality of factors motivating employees in oil sectors in the southern Nigeria.

The study underpinned the most significant factors motivating employees are, good salaries and promotion, extended health benefits and good working environment. Conversely, the most important factor motivating employees in other countries like America and France are salaries. Subsequently, (Gure, 2010) inquired the impact of motivation on employee performance at Nation link Telecom Somalia. That work established that motivation has strong positive influence on employee's performance as compared to job satisfaction.

Satisfaction amounts to sound significance on employee's performance. However, the study established motivation contributes more to employee's performance of Nationlink Telecom Somalia.

(Nchorbune 2011) also conducted a study on roles on motivation on employee performance in university for development studies – WA Campus. He established that the motivational packages offered to employees in the university were inadequate. Unfriendly work environment in the university was not promoting work effectiveness. Sina workers were seen to be poorly motivated, this resulted into poor attitude towards work, lateness to work, and absenteeism and indiscipline have poor job performance. This study is very important to employees of the oil sector (NNPC) as well.

### **Motivation packages and their effects on employee satisfaction and performance**

Motivation packages have been defined as tools and techniques which can be used to motivate employee. Some of the packages are recognition.

### **Recognition**

Recognition is one of the tools and techniques which can be used to motivate employees. Recognition is a useful positive tool where usually people get recognized by their work and job done and based on that they receive recognition. Atkinson, McClelland and Vereff stated that employees work harder when they are recognized and appreciated, they do their best to prove their skills, talents and abilities they have.

Furthermore, recognizing employees is also considered a way of communication that straightens and rewards the outcomes people create. For this reason, leaders in NNPC should develop recognition system which is powerful for both employees and organization (Hislop, 2003). Employees who feel appreciated and recognized are more positive about themselves and their abilities to contribute. It also guarantees positive productive and innovative organization such as the NNPC.

(Khodov, 2003) noted that saying thank you as recognition will make the business successful. (European Journal of Business management) Vol. 10 No.3 2013. These representations agree with Maslow's hierarchy of Needs. The fourth need, Esteem needs which include self esteem, respect by others, recognition for accomplishments and prestige. (Holt, 1990) (Jones and George, 2003) alluded to the fact that recognition is a major tool for employee motivation. They stated that Esteem needs are the needs to feel good about oneself and one's capabilities, to be respected by others, and to receive recognition. By granting promotion and recognizing accomplishments.

*Recognition has a positive influence on an employee performance ( $\alpha \leq 0.05$ ).*

### **Salaries**

Most of the researches have proved that money and payments are important to employees relative to other motivators as earning a lot of money is an advantage for pushing toward motivation. It clarifies that when employees are satisfied financially, they are motivated at work and they work smarter. An increase in financial aspects, like payments, allowances, salaries and bonuses affect employee's productively as a result of a study done by (Conrach,

2015), they have concluded that increasing of employee pay increases productivity rate from 9% to 17%. So, it is obvious when employees are motivated and satisfied, their performance increases so as productivity. Also, (Pulakes, 2005), did an analysis on motivation programs and productivity, they found that financial aspects and payments are the largest effect on employees productivity. Also, (Cokins, 2006) stated that paying and salary increments for individuals from the organizations, increases productivity.

Furthermore, for employees to feel safe in terms of work, they prefer getting good salaries and allowances rather than receiving appreciation (Cokins, 2006). On the other hand, when employees get high performance rate and a very good appraisal, they appear to be sensitive to whether their performance will be rewarded by money and pay increase or not (Lin, 2007). So, money concerns are always there and it is important for employees to work and give. (European Journal of Business and Management).

*Salary has a positive influence on individual performance ( $a \leq 0.05$ )*

### Employee performance

Performance of employee can be considered as the job related activities expected of a worker and how those activities were executed. According to the results of the study conducted by (Yang, 2008) on individual performance showed that performance of the individuals cannot be verified. Similarly, he asserts that organizations can use direct bonuses and rewards based on individual performance. If employee is noticeable. In line with (Yang, 2008), investigation on employee performance revealed that acknowledgement and recognition and reward of performance of employee direct the discrimination between employee productivity. Morale and productivity of employee is highly influenced by effectiveness of performance of an organization and its reward management system. (Yazier, 2008). To satisfy customers, firms do much effort but do not pay attention to satisfying employees. The point remains that the customers will not be satisfied unless employees are satisfied. This is because if employees are satisfied, they will put in much effort at work and yield good and quality output which makes the customer satisfied. (Ahmad, 2012). Employee performance is actually influenced by motivation because if employees are motivated then they will do work with more effort and by which performance will ultimately improve (Azar & Shafiqhi, 2013).

### Profitability

The various motivational packages are the profitability factors that drive the employees to put in their best energy and force them to achieve the results, increase productivity in the organization. Thus motivational packages enhance employee profitability and organizational profitability. For instance (Nwachuku C. C. 2009) expressing this thought Maslow's physiological needs, which are the basic needs of people, food, clothing and shelter.

These needs are the strongest in man's life and must be satisfied before other needs. This need can be satisfied with money. A man who is starting life needs money to obtain shelter, buy food and clothing. These things are beneficial and profitable to the employee which when satisfied will spur the worker to put in more effort and energy in his work. When this is done, it leads to greater performance which results to increase in productivity for the organization - NNPC.

(Onuoha, 2016) expressed motivation as an instrument of achievement and profitability to both the employee and organization thus; motivation is a vital instrument of directing function. It covers all activities of managers that tend to align employee and organizational interests so that behaviour of organizational members result in the achievement of employee needs/wants simultaneously with the attainment of organizational goals or productivity.

### Methodology

This study adopted a cross-sectional survey that studies the relationship between employee motivational packages and performance, in NNPC Port Harcourt, Rivers State, Nigeria. This design was adopted because it was not under our control. The analysis unit was on the organizational level is the servicing unit of NNPC Port Harcourt Rivers State. The design is applicable for this study which is to explore the relationship between motivational packages and employee performance in Port Harcourt, Rivers State Nigeria. The target population of this study was twenty-seven. Since the study is at NNPC Port Harcourt, the questionnaire which was used was distributed to 3 units, corporate service, public affairs, and finance/accounts. The total questionnaire distributed sum up to 57.

The question is a five-point Likert questionnaire which consists of three questions and five respondents' choices with point scales ranging from 1 to 5. 1- Strongly disagree, 2-Disagree, 3-Indifference, 4-Agree, and 5-Strongly Agree for each of the dimensions and numerous and measures of the study variable.

Motivational packages were operationalized using recognition and salary while performance was operationalized using profitability and customer satisfaction (market share). The validity of the questionnaire was tested using face and content validity while the reliability of the instrument was done using Cronbach's Alpha which shows Cronbach's alpha test. This test proceeds by associating each measurement item with every other measurement item and obtained the average inter-correlation for all the paid associations, Cronbach's Alpha value greater than 0.7 characteristically, the reliability result is as follows:

### Data Analysis and Result

Subsequently, the retrieved questionnaire was 54 (94.7%) out of 57 (100%) distributed questionnaires. Out of the 54 retrieved questionnaires, 3 (5.6%) were not properly filled, this was discarded 51 (89.4%) of the retrieved questionnaire became useful which saved as the basis for one analysis, collected data was analyzed using the Spearman's Rank Difference Correlation Coefficient ( $\rho$ ). When distributed are markedly skewed, measurements made with an interval or ratio scale can be transformed to ranks before the correlation is computed. Aggarwal (2012) with the aid of a statistical package for social sciences (SPSS) within a significance level of 0/05.

Distribution on respondents' demographics information revealed that 57.8% of the study respondents were males while 42.3% were females, this implies that there are more male managers and supervisors in NNPC. Also, distribution on respondents age revealed that those within the age bracket of 41 – 46 years dominate the organization representing 31.3% followed by those who are between 36 - 40 years representing 28.2% than those who are greater than or equal to 46 years representing 22.3% and lastly those who are less than or equal to 35 years representing 18.2%. Distribution on marital status shows that 12 (23.7%) are single, while 25 (49.6%) are married, and 5 (9.4%) are divorced and lastly 9 (17.3%) are widowed. Lastly, the distribution on educational qualification shows that a large number of respondents have a BSc. or HND degree as their highest educational qualification representing 22 (42.9%) followed by those who have MSC or its equivalent representing 18 (36.4%) than those who have PhD. representing 11 (20.7%).

#### Respondents Demographic Information

Variable	Item	Frequency	Percent (%)
Gender	Male	29	57.8
	Female	22	42.3
Age	<= 35 years	9	18.2
	36 – 40 Years	15	28.2
	41 – 46 Years	16	31.3
	>= 46	11	22.3
Marital Status	Single	12	23.7
	Married	25	49.6
	Divorced	5	9.4
	Widowed	9	17.3
Educational Qualification	BSC/HND	22	42.9
	MSC	18	36.4
	PhD	11	20.7

### Test of Hypotheses

The 0.05 significance level was used as a criterion for either accepting the alternative hypothesis at PV less or 0.5 as well as using multiple regression analysis.

**H<sub>01</sub>:** There is no significant relationship between salary and profitability

		Correlations	
		Salary	Profitability
Spearman's rho	Salary	Correlation Coefficient	1.000
		Sig. (2-tailed)	.
		N	51
Profitability	Profitability	Correlation Coefficient	.647**
		Sig. (2-tailed)	.000
		N	51

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

SPSS output, Version 26

The result shows the relationship between salary and profitability. The output revealed that there is a strong positive relationship between the variables with a correlation coefficient of ( $r = 0.647$ ). The coefficient of ( $r^2 = 42$ ) indicates that a 42% change in profitability can be attributed to an organization's ability to pay industry-standard salaries. Thus, the null hypothesis was rejected, while the alternative hypothesis which states that, there is a positive and significant relationship between salary and profitability was accepted.

**H<sub>02</sub>:** There is no significant relationship between salary and customer satisfaction

		Salary	Customer Satisfaction
Spearman's rho	Salary	Correlation Coefficient	1.000
		Sig. (2-tailed)	.
		N	51
Customer Satisfaction	Customer Satisfaction	Correlation Coefficient	.719**
		Sig. (2-tailed)	.000
		N	51

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

SPSS output, Version 26

The result of the above table shows that the correlation coefficient ( $r = 0.719$ ) between salary and customer satisfaction is strong and positive. The coefficient of ( $r^2 = 51$ ) indicates a 51% change in customer satisfaction can be explained by the ability of the organization to motivate its employees with salary. The significant value of 0.000 ( $p < 0.05$ ) reveals a significant relationship between salary and customer satisfaction. Thus, the null hypothesis was rejected, while the alternative hypothesis which states that, there is a significant relationship between salary and customer satisfaction was accepted.

**H<sub>03</sub>:** There is no significant relationship between recognition and profitability.



## Correlations

		Recognition	Profitability
Spearman's rho	Recognition	Correlation Coefficient	1.000
		Sig. (2-tailed)	.
		N	51
Profitability	Profitability	Correlation Coefficient	.793**
		Sig. (2-tailed)	.000
		N	51

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

SPSS output, Version 26

The result shows the relationship between recognition and profitability. The output revealed that there is a strong positive relationship between the two variables with a correlation coefficient of ( $r = 0.793$ ). The coefficient of ( $r^2 = 63$ ) indicates that 63% change in increased profitability can be attributed to the organization's ability to execute employee recognition. Thus, the null hypothesis was rejected, while the alternative hypothesis which states that, there is a positive and significant relationship between recognition and profitability was accepted.

**Ho<sub>4</sub>:** There is no significant relationship between recognition and customer satisfaction.

## Correlations

		Recognition	Customer Satisfaction
Spearman's rho	Recognition	Correlation Coefficient	1.000
		Sig. (2-tailed)	.
		N	51
Customer Satisfaction	Customer Satisfaction	Correlation Coefficient	.619**
		Sig. (2-tailed)	.000
		N	51

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

SPSS output, Version 26

The finding on the correlation between recognition and customer satisfaction is reveals a strong position relationship ( $r = 0.619$ ,  $p = 0.000$ ). The coefficient of determination ( $r^2 = 0.38$ ) indicates that a 38% change in customer satisfaction is triggered by employee recognition. The analysis shows that recognition is significantly correlated with customer satisfaction. Thus, the null hypothesis was rejected, while the alternative hypothesis which states that, there is a positive and significant relationship between recognition and customer satisfaction was accepted.

## DISCUSSION OF FINDINGS

The findings of the relationship between employee motivational packages (recognition, and salaries) and performance (market share – profitability and customer satisfaction) were observed to be significant. The results indicate that there is a significant relationship between the studied variables. The global economy is looking brighter, hence NNPC a Nigerian multinational oil company must ensure that motivational packages are provided to the employee to ensures the much-needed profitability, customer satisfaction, staff effectiveness, and efficiency. The needs for the employee to feel, good about himself, herself, and capabilities, be respected by others, and receive recognition and appreciation are met (Jones,& George, 2003). In agreement with our findings Jones and George,

(2003) show a positive and significant relationship between recognition and market share (profitability customer satisfaction, or staff satisfaction). It is therefore imperative for managers of employees in NNPC, Port Harcourt, Rivers State, Nigeria, should focus on individual needs and improved performance through behavioral techniques and enhanced job satisfaction. (Halt, 1990).

## CONCLUSION

From the findings from the analysis of collected data we, therefore, conclude that there is a positive and significant relationship between employee motivational packages and performance in Nigerian National Petroleum Corporation (NNPC), Port Harcourt, and Rivers State, Nigeria. Specifically, recognition and salary have a positive significant relationship with market share (profitability, customer care, and job satisfaction) respectively in NNPC, Rivers State, Nigeria. Therefore, NNPC performance will depend on the ability of managers to motivate the employees adequately to obtain job satisfaction and the much-desired revenue increases and profitability as a global player in the oil industry.

## Recommendation

In view of the findings, the following have been recommended for any future work.

1. Proper reward system should be implemented by NNPC,
2. Management should pay employees their benefits and bonuses promptly
3. Outstanding employees should be publicly honoured.

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