

EMPLOYEES MOTIVATION AND THE PERFORMANCE OF SELECTED HOTELS IN KADUNA METROPOLIS

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ABSTRACT

This study investigates employee motivation and the performance of selected hotels in Kaduna Metropolis. Recognising that motivation is vital for organisational performance, the research underscores the need for management to adopt motivation as a policy to foster growth and continual performance improvement. Often, employees' morale and work attitude decline due to inadequate motivation. Implementing timely and strategic motivation can significantly enhance organisational performance. Motivation factors considered include employee promotion, training and career development, relationships with co-workers, and compensation. Performance metrics analysed are employee commitment, customer satisfaction, employee effectiveness, and customer patronage. The study employed a survey research design using structured questionnaire. The population comprised 337 staff members, including top-level managers, CEOs, general managers, and heads of departments from five selected hotels, which also served as the sample size. Data collection utilised a 5-point Likert scale questionnaire. The analysis was conducted using regression and correlation analyses via SPSS software. Findings indicate a positive and significant relationship between employee motivation and the performance of the hotels studied. The research concludes that employee motivation significantly influences organisational performance. Consequently, it is recommended that the managers of these hotels should adopt the identified motivational factors to enhance overall performance in Kaduna Metropolis, Kaduna State, Nigeria.

Keywords: *Motivation, Employees, Employees performance, Organizational performance, Effectiveness, Employees Effectiveness, Efficiency, Employees Efficiency*

INTRODUCTION

Employee motivation is the process of encouraging and stimulating individuals or groups within an organisation to act positively towards achieving set goals. It is an inner drive that compels individuals to behave in specific ways. Hotel is a hospitality organization for Tourism, entertainment and lodging. It refers to a place where travelers

can stay and rest for a particular duration of time either for leisure or business purposes. Jennifer and George (2006) defined employee performance as the level of effort put forth by the workforce of an organization towards achieving organizational goals and objectives. Kaduna metropolis consist of four local government areas, namely Kaduna North, Kaduna South, Igabi and Chikun.

Generally, most businesses, organizations and their managers are faced with numerous challenges. One of such challenges is in the area of management which refers to the utilization of resources effectively and efficiently in order to achieve an organizations goals and objectives. Some of these managerial challenges are obvious in matters concerning employees such as placement, recruitment, performance management, training and career development, health and safety, benefits, motivation and administration amongst others. The human resource is the most vital of all resources among other factors of production and the human capital is what distinguishes one organization from the other (Maimuna & Rashad, 2013). Therefore, for organizations to survive and remain relevant and competitive, it is essential for them to be able to entice and maintain efficient and effective employees in a bid to enhance productivity (Sunia, 2014).

The goal of most organizations is to improve productivity therefore factors of motivation play significant roles in improving employee job satisfaction levels. This will in turn aid in improving an organization's productivity levels. In the hotel industry, teamwork is required to create positive experiences for guests, collective motivation is particularly important. As a result, managers of hotels need to understand the factors that influence organizational collective motivation and foster it within the workforce. Organizational collective motivation (OCM) is an emergent area of research and practice, which enables leaders to address both individual and collective aspects of motivating employees across the organization. It offers the opportunity to help managers and leaders to motivate employees collectively in organizations and develop the connectedness needed to work together to achieve success.

Recently, the Nigerian hotel industry has seen significant growth, establishing itself as a key contributor to the country's economy (Bello & Bello, 2021). However, this sector faces several challenges, such as high labour turnover, low productivity, and inadequate customer service. These issues are often linked to insufficient employee motivation. Given that the hotel industry is labour-intensive, motivating employees is crucial for maintaining consistent, high-quality service delivery.

Signs of a demotivated workforce include an unsuitable work environment, lack of career progression, feeling undervalued, declining job standards, and reduced performance. These signs are particularly evident in the hotels of Kaduna Metropolis. The industry has overlooked the importance of both intrinsic motivation factors, such as employee well-being and relationships with co-workers and managers, and extrinsic factors, such as promotions, training and career development, positive working relationships, and compensation. This neglect continues to pose significant managerial challenges (Jolly & Lee, 2021).

The primary aim of this study is to investigate the impact of employee motivation on the performance of these selected hotels in Kaduna Metropolis. The specific objectives are to:

- i. Assess the impact of Employee Promotion, Training and career Development, Employee relationship with co-workers and Employees Compensation on Employee Commitment at the selected Hotels in Kaduna Metropolis.
- ii. Investigate the influence Employee Promotion, Training and career Development, Employee relationship with co-workers and Employees Compensation on Customer

Satisfaction at the selected Hotels in Kaduna Metropolis.

- iii. Analyse the impact of Employee Promotion, Training and career Development, Employee relationship with co-workers and Employees Compensation on Employee Effectiveness at the selected Hotels in Kaduna Metropolis.
- iv. Examine the impact Employee Promotion, Training and career Development, Employee relationship with co-workers and Employees Compensation on Customer Patronage at the selected Hotels in Kaduna Metropolis.

Hypotheses of the study

The research is anchored on the following Null Hypotheses

H₀₁: Employee Promotion, Training and career Development, Employee relationship with co-workers and Employees Compensation has no significant effect on the Employee Commitment at the selected Hotels in Kaduna Metropolis.

H₀₂: Employee Promotion Training and career Development, Employee relationship with co-workers and Employees Compensation has no significant effect on the Customer Satisfaction at the selected hotels in Kaduna metropolis.

H₀₃: Employee Promotion Training and career Development, Employee relationship with co-workers and Employees Compensation has no significant influence on the Employee Effectiveness at the selected hotels in Kaduna metropolis.

H₀₄ Employee Promotion Training and career Development, Employee relationship with co-workers and Employees Compensation has no significant influence on the Customer

Patronage at the selected hotels in Kaduna metropolis.

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

The conceptual review focuses on presenting and examining key concepts relevant to employee motivation and performance.

Concept of Employee Motivation

Employee motivation is essential for workplace success, as it involves inspiring individuals to pursue organizational goals, thereby enhancing overall performance (Grant, 2019). It is recognized as a dynamic interplay of intrinsic and extrinsic factors that significantly influence employee engagement, job satisfaction, and productivity (Khan & Aleem, 2021). Motivated employees tend to exhibit higher levels of creativity and commitment, directly correlating with improved organizational outcomes (Grant & Shandell, 2022). Moreover, the concept of motivation has evolved to emphasize the necessity for organizations to foster supportive environments that nurture both intrinsic factors, such as personal growth, and extrinsic factors, including rewards and recognition, ultimately driving individual performance and organizational success (Adetunji et al., 2023; Jolly & Lee, 2022). This comprehensive understanding of employee motivation highlights its critical role in shaping not only individual contributions but also the collective success of organizations in a competitive landscape.

Concept of Employee Promotion

Promoting employees from lower to higher levels is a significant strategy for enhancing job satisfaction and motivation within

organizations. Such promotions not only provide greater income and status but also increase responsibilities, which can lead to a deeper sense of fulfilment and engagement among employees. When employees are promoted, they often feel recognized for their contributions, which fosters loyalty and reduces labour turnover (Ceci, 2022). This relationship between promotion and job satisfaction is supported by recent research that indicates a direct correlation between promotional opportunities and employee morale, suggesting that employees who perceive a clear path for advancement are more likely to be satisfied with their jobs (Peters, 2023). Moreover, promotions serve as a motivational tool that encourages employees to enhance their performance, as they are driven by the prospect of recognition and reward for their hard work (Okike, 2024).

Training and Career Development

Training and career development are essential activities aimed at enhancing the performance and productivity of the workforce. These processes involve acquiring the necessary knowledge, skills, and qualifications that contribute to organizational growth and success. Recent studies emphasize the importance of continuous training and development, highlighting that organizations that invest in their employees' skill enhancement are more likely to achieve higher levels of engagement and job satisfaction (Hosen et al., 2024). Moreover, with the evolving job market and the increasing demand for skilled labor, employers must adapt their training programs to meet the expectations of a diverse workforce, particularly as younger generations prioritize opportunities for personal and professional growth (PwC, 2023). This adaptability not only helps in retaining talent but also positions

organizations as leaders in their respective industries.

Employee Relationship with Co-workers

Employee relationships with co-workers refer to the associations between employees at the same hierarchical level, characterized by mutual respect and collaboration without any authority over one another. Positive co-worker relationships are essential for fostering a supportive work environment, which in turn enhances productivity and overall job satisfaction. Research indicates that when employees maintain amicable relationships with their colleagues, they are more likely to experience increased levels of engagement and lower stress levels, leading to improved performance outcomes (Ceci, 2022; Peters, 2023). The importance of these relationships extends beyond mere camaraderie; they contribute to a culture of collaboration and innovation, which is vital for organizational success in today's competitive landscape (Adetunji, 2023).

Employee Compensation

Employee compensation encompasses the monetary and non-monetary benefits that employees receive in return for their contributions to an organization. It plays a crucial role in satisfying material, social, and psychological needs, thereby directly influencing employee motivation and job satisfaction (Hamidi et al., 2014; Altinoz et al., 2012). Recent studies have reinforced the notion that compensation is closely linked to job satisfaction, highlighting its importance in reducing turnover rates and motivating employees. For instance, research indicates that a well-structured compensation plan not only helps in retaining skilled employees but also enhances their commitment to the organization (Lee & Chen, 2021; Adetunji et al., 2023). Additionally, compensation is increasingly recognized as a vital factor in

fostering a positive work environment, which is essential for maintaining high levels of employee morale and productivity (Cox et al., 2022).

Concept of Performance

Performance in an organisation refers to its ability to achieve goals and optimise results. It is influenced by internal factors such as culture, leadership, technology, and workforce management (Kamau, 2021). Performance is a key determinant of organisational success, reflecting how well an organisation meets its objectives through the collective efforts of its workforce (Hippel, 2017; Gonzalez-Gomez, 2018). It can be measured by how effectively an organisation utilises its resources and meets its goals (Denscombe, 2020).

Concept of Employee Commitment

Employee commitment is the emotional bond that employees feel towards their organization, significantly influencing their willingness to align with organizational goals and work diligently toward achieving them; committed employees actively seek workplaces that provide competitive income, job security, and opportunities for personal and professional development, exhibiting higher productivity, fostering positive relationships with colleagues, management, and customers, engaging in proactive behaviors that support organizational objectives, leading to improved performance and a reduction in turnover rates (Akintayo, 2022; Huber, 2023; Ceci, 2023); organizations that cultivate high levels of employee commitment benefit from increased job satisfaction and enhanced overall productivity, as committed employees are more likely to go above and beyond their basic job requirements, fostering a cohesive workforce that shares a common vision and values, ultimately driving innovation and

growth within the organization (Peters, 2023; Card, 2024; Della Vigna, 2022).

Concept of Customer Satisfaction

Customer satisfaction measures how well a company's products, services, and overall experience meet customer expectations. It reflects business health and is crucial for customer loyalty and retention in a competitive market (Deng et al., 2019; Kaura et al., 2020). High levels of customer satisfaction are essential for business success, as satisfied customers are more likely to continue doing business, refer others, and offer positive feedback (Tahir et al., 2020; Zameer et al., 2019).

Concept of Employee Effectiveness

Employee effectiveness is the ability to produce desired outcomes efficiently, aligning with organisational goals. Effective employees contribute to high-quality results, a healthy work environment, and increased revenue and profits. Research indicates that effective employees are critical to organisational success (Suchanya, 2021).

Concept of Customer Patronage

Customer patronage is the support and encouragement customers give to a business. It represents a commitment to repurchase a firm's products over competitors' offerings. According to Zeithaml and Bitner (2003), customer patronage is driven by customer perceptions of service quality. If a service meets or exceeds customer expectations, customer satisfaction and patronage are likely to be high (Umer, 2016).

Empirical Review

Reed's (2011) study explored the relationship between employee motivation and performance in the United States, focusing on pay, promotional opportunities, rewards, and training. Using a mixed-methods approach, the study found that these factors significantly enhance employee performance, emphasizing the importance of motivation. However, Reed's study did not consider the impact of employee relationships with co-workers or the specific context of the hospitality industry. Additionally, it did not explore how these factors influence customer satisfaction and patronage, which are critical in the hotel industry. These gaps highlight the need for a study in Kaduna Metropolis that addresses these aspects, particularly in the hospitality sector.

Gillespie (2017) conducted a qualitative study on the impact of motivation on employee performance in the banking sector, finding that rewards, promotional opportunities, training, and pay positively influenced employee performance. While Gillespie emphasized creating a motivational environment, the study did not investigate the influence of employee relationships with co-workers or the effects on customer satisfaction and patronage. Moreover, the banking sector differs significantly from the hospitality industry, indicating a gap in understanding these dynamics within hotels, particularly in Kaduna Metropolis, where cultural and industry-specific factors may play a role.

Akpan (2018) investigated the impact of employee motivation on performance in Nigeria's hospitality industry, focusing on remuneration, rewards, training, and promotional opportunities. While the study provided valuable insights, it did not consider employee relationships with co-workers, which could significantly impact employee

commitment and effectiveness. Additionally, the study did not explore the relationship between these factors and customer satisfaction or patronage, leaving a gap in understanding how these elements interact in the hotel industry in Kaduna Metropolis.

Munene (2018) examined the impact of employee motivation on performance in Kenya's banking sector, using a mixed-method approach. The study revealed that remuneration, rewards, training, and promotional opportunities significantly influenced employee performance. However, the study did not address the role of employee relationships with co-workers or examine the effects on customer satisfaction and patronage. These omissions highlight the need for research in the hotel industry in Kaduna Metropolis, where these factors are crucial for both employee and customer outcomes.

Chowdhury (2019) evaluated the relationship between employee motivation and performance in Bangladesh's manufacturing sector, focusing on remuneration, rewards, training, and promotional opportunities. Although the study found these factors to be significant, it did not consider the impact of employee relationships with co-workers or the implications for customer satisfaction and patronage. The manufacturing context also differs from the hospitality industry, suggesting a gap in understanding these dynamics within hotels, particularly in Kaduna Metropolis.

Makhbul and Mawardi's (2019) study in Indonesia's banking sector identified key motivational factors influencing performance, including intrinsic and extrinsic motivators. However, the study did not explore employee relationships with co-workers or the effects on customer satisfaction and patronage, which are crucial in the hospitality industry. Additionally, the

study's focus on the banking sector highlights the need for research specific to the hotel industry in Kaduna Metropolis, where these factors may play a more significant role.

Jones (2019) conducted a mixed-methods study on the impact of motivation on employee performance in the U.S. healthcare sector, finding that remuneration, rewards, training, and promotional opportunities positively impacted performance. However, the study did not address the role of employee relationships with co-workers or their influence on customer satisfaction and patronage, which are particularly relevant in the hospitality industry. This gap indicates the need for a study focused on hotels in Kaduna Metropolis to explore these factors in depth.

Mackenzie and Clark (2019) examined the impact of transformational leadership on employee motivation and performance in the healthcare sector. While the study highlighted the importance of motivation, it did not consider employee relationships with co-workers or the effects on customer satisfaction and patronage. The healthcare context also differs from the hospitality industry, suggesting a gap in understanding these dynamics within hotels, particularly in Kaduna Metropolis, where these factors may be critical.

Huang and Wang's (2019) study on employee motivation and performance in China's manufacturing industry identified remuneration, rewards, training, and promotional opportunities as significant factors. However, the study did not address the role of employee relationships with co-workers or their impact on customer satisfaction and patronage. The manufacturing context further highlights the need for research in the hotel industry in Kaduna Metropolis, where these factors are likely to be more pertinent.

Ahmed and Azam's (2020) study in Pakistan's banking sector found that remuneration, job security, training, and promotion significantly improved performance. However, the study did not consider the impact of employee relationships with co-workers or explore the effects on customer satisfaction and patronage, which are vital in the hospitality industry. The focus on the banking sector also limits the applicability of the findings to hotels in Kaduna Metropolis, where these dynamics may differ.

Parker and Lee (2020) conducted a mixed-method study on employee motivation and organizational performance in the U.S. healthcare industry. While the study found that remuneration, job security, training, and employee involvement positively impacted performance, it did not consider the role of employee relationships with co-workers or their influence on customer satisfaction and patronage. This gap suggests the need for research in the hospitality industry in Kaduna Metropolis to explore these factors in a different context.

Sulaiman, Yusoff, and Mohamad (2020) investigated the relationship between job satisfaction, employee motivation, and performance in Malaysia's hospitality industry. Although the study provided valuable insights, it did not explore the impact of employee relationships with co-workers or examine the effects on customer satisfaction and patronage. These gaps highlight the need for further research in Kaduna Metropolis, where these factors are critical to the success of hotels.

Al-Jumah and Tarhini (2020) examined the relationship between organizational justice, employee motivation, and job performance in Saudi Arabia's healthcare sector. The study did not consider the role of employee relationships with co-workers or their impact on customer satisfaction and patronage,

which are essential in the hospitality industry. The healthcare context further suggests the need for research specific to the hotel industry in Kaduna Metropolis, where these dynamics may play a crucial role.

Sanghavi and Patel (2021) investigated the impact of motivation on employee performance in India's banking sector, identifying both extrinsic and intrinsic motivators as significant. However, the study did not consider the role of employee relationships with co-workers or their influence on customer satisfaction and patronage. The focus on the banking sector indicates a gap in understanding these factors within the hospitality industry in Kaduna Metropolis, where they may have a more direct impact.

Sarwar and Ahmad (2021) conducted a quantitative study on the impact of intrinsic and extrinsic motivation on employee performance in Pakistan's banking sector. While the study found that both forms of motivation positively influenced performance, it did not explore the role of employee relationships with co-workers or their impact on customer satisfaction and patronage. The banking context suggests the need for research specific to the hospitality industry in Kaduna Metropolis, where these factors are likely to be more influential.

Study Gap

The empirical review consistently demonstrates that employee motivation is a critical driver of performance across various sectors, including banking, manufacturing, and healthcare, with factors such as remuneration, rewards, training, and promotional opportunities being highlighted as key contributors to enhanced employee outcomes (Reed, 2011; Gillespie, 2017; Akpan, 2018; Munene, 2018). However, despite these findings, a significant gap exists

in the literature concerning the hospitality industry, particularly within the unique cultural and economic context of Kaduna Metropolis. Most existing studies, such as those by Chowdhury (2019) and Makhbul and Mawardi (2019), have focused on industries like manufacturing and banking, which may not fully capture the intricacies of employee motivation in the hospitality sector.

Furthermore, the role of employee relationships with co-workers, a potentially vital factor in the service-oriented hotel industry, has been largely overlooked, as seen in studies by Jones (2019), Mackenzie and Clark (2019), and Huang and Wang (2019). These studies, while valuable, do not address how these interpersonal dynamics might affect customer satisfaction and patronage, outcomes that are particularly relevant in a hospitality setting. Moreover, the geographical and sectoral focus of existing research, such as in Ahmed and Azam's (2020) work in Pakistan's banking sector and Parker and Lee's (2020) study in the U.S. healthcare industry, limits the applicability of their findings to the hotel industry in Kaduna Metropolis. Therefore, there is a pressing need for localized research that not only examines traditional motivational factors but also explores the impact of employee relationships and customer-related outcomes, aligning these insights with the specific operational environment of hotels in Kaduna Metropolis.

Theoretical Framework

This study is based on Victor Vroom's Expectancy Theory, which is elaborated upon below:

Victor Vroom's Expectancy Theory

This study is grounded in Victor Vroom's Expectancy Theory, which provides a comprehensive understanding of employee

motivation and its implications for organizational performance. Unlike need-based theories, Expectancy Theory is a process-oriented framework that addresses the diverse opinions, thoughts, and concerns of employees, including their attitudes and behaviours towards their jobs (Purvis, Zagenczyk, & McCray, 2015; George & Jones, 2012). The theory emphasizes that employees will only commit their efforts to an organization if they believe that their performance will lead to desirable outcomes, such as promotions, training opportunities, and compensation, which are critical factors in the hotel industry (Oluwaseyi, 2022). By linking employee rewards to their aspirations, Vroom's theory highlights the importance of aligning organizational goals with employee expectations, thereby fostering a motivated workforce that is more likely to enhance customer satisfaction and overall performance.

Vroom's Expectancy Theory is particularly relevant to this study as it delves into the psychological processes underlying decision-making in the workplace. It posits that three key components expectancy, instrumentality, and valence affect employee motivation. Expectancy refers to the belief that increased effort will lead to improved performance; instrumentality is the belief that successful performance will result in specific rewards; and valence reflects the value that employees place on those rewards (Adetunji et al., 2023). In the context of selected hotels in Kaduna Metropolis, understanding these components can help managers create effective strategies that enhance employee commitment, effectiveness, and ultimately customer patronage. By ensuring that employees perceive a clear connection between their efforts and the rewards they value, organizations can cultivate a motivated workforce that drives organizational success and improves service delivery.

METHODOLOGY

This research examines employee motivation and the performance of selected hotels in Kaduna Metropolis, Nigeria. The study employs independent and dependent variables. Employee motivation, the independent variable, is measured through proxies like employee promotion, training and development, relationships with co-workers, and compensation. The performance of the selected hotels, the dependent variable, is assessed by examining employee commitment, customer satisfaction, employee effectiveness, and customer patronage. This cross-sectional study is conducted at a single point in time and does not extend over multiple years. The hotels included in the study are Hamdala Hotel, Hotel Seventeen, Assa Pyramid Hotel, Butterfly Garden and Suites, and Command Guest House.

The study employed a survey design method, using only quantitative approach. The explanatory research design is employed to establish relationships among different aspects of the phenomenon under study. Data was collected using cross-sectional survey. This study was a cross-sectional survey and five (5) hotels in Kaduna Metropolis, Kaduna State were randomly selected along: Kaduna North, Kaduna South, Chikun, and Igabi Local Government Areas of Kaduna State, that are registered members of the Nigeria Tourism Development Corporation NTDC) to include: Hamdala Hotel, Hotel Seventeen, Assa Pyramid Hotel, Butterfly Garden & Suites Limited and Command Guests House.

The population of the study was 337 staff including both top-level managers, CEOs, General Managers, and Heads of Departments. The data was collected using a structured questionnaire that includes items

that was used to determine employee performance in this study. The questionnaire was distributed to the top-level managers of the five (5) hotels and data was analysed using descriptive and inferential statistics.

Due to the number of the population of three hundred and thirty-seven (337) employees Census Sampling Technique was adopted for the study. The population consisted the Five Hotels that are registered members of Nigeria Tourism Development corporation within Kaduna metropolis. The data for this study was collected through a structured questionnaire, administered to the population. This study adopted a cross-sectional survey design, and a census sampling technique used.

Data collection is one of the important aspects of research. The main data collection instrument for this research study was questionnaire. The response format for the instrument was a 5-point Likert attitudinal scale type i.e. Strongly Agreed (SA), Agreed (A), Neutral (N), Disagreed (D) and Strongly Disagreed (SD). It was divided into two clusters. The questionnaire was a self-administered questionnaire that was given to management staff (respondents). Data used for data analyses in this research study were collected from primary sources. Consists of using a questionnaire to collect information and opinions from respondents who has been selected to be part of the sample to be investigated. The questionnaires were distributed to the selected respondents to fill and answer the questions asked; after which the researcher follows up to collect the completely filled questionnaires from them.

Descriptive statistics of simple percentages was used to describe the data presented, while Simple linear regression technique was used to test the hypothesis. Ordinary least square was used because it is useful for estimation of performance being Employee

Commitment, Customer Satisfaction, Employee Effectiveness, and Customer Patronage which is the dependent variable that is used to regressed on the explanatory variable. Employees' Motivation is used as independent variable and will be proxied by (Employee Promotion, Employee Training and Development, Employee Relationship with Co-workers, and Employee Compensation, respectively. Some statistical and econometric test is used to evaluate the regression. This measures the extent of relationship between variables, by adopting the Regression and Correlation Analysis via SPSS statistical software package used to analyze the data collected from the use of questionnaire and was used to ascertain the decision either to accept the null hypothesis or to reject the alternative at 1%, 5%, and 10% level of significant depending on the t-statistic value, p-statistic value, the coefficient, the f-statistic value and standard error value.

This study utilised both independent and dependent variables. Employee Motivation (E_M) served as the independent variable and was represented by Employee Promotion (E_P), Employee Training and Development (E_{TD}), Employee Relationship with Co-workers (E_{RC}), and Employee Compensation (E_{CP}). Organisational Performance (O_P) of the selected hotels in Kaduna Metropolis, Nigeria, was the dependent variable, measured through Employee Commitment (E_{CT}), Customer Satisfaction (C_S), Employee Effectiveness (E_E), and Customer Patronage (C_P). These variables were analysed using simple regression models.

The model is given as follows:

$OP = f(E_M)$, which by expansion becomes:

$$OP = f(E_{CT}, C_S, E_E, C_P) \dots \dots \dots (3.1)$$

The Ordinary Least Squares (OLS) method is used to estimate the relationship thus:

$$E_{CT} = \alpha + \beta_1 E_P + \beta_2 E_{TD} + \beta_3 E_{RC} + \beta_4 E_{CP} + \mu \quad (3.2)$$

$$C_S = \alpha + \beta_1 E_P + \beta_2 E_{TD} + \beta_3 E_{RC} + \beta_4 E_{CP} + \mu \quad (3.3)$$

$$E_E = \alpha + \beta_1 E_P + \beta_2 E_{TD} + \beta_3 E_{RC} + \beta_4 E_{CP} + \mu \quad (3.4)$$

$$C_P = \alpha + \beta_1 E_P + \beta_2 E_{TD} + \beta_3 E_{RC} + \beta_4 E_{CP} + \mu \quad (3.5)$$

Where:

E_M =Employees' Motivation

E_P =Employee Promotion

E_{TD} =Employee Training and Development

E_{RC} =Employee Relationship with Co-workers

E_{CP} =Employee Compensation

O_P =Organizational Performance (O_P) of the selected Hotel in Kaduna Metropolis, Nigeria

E_{CT} =Employee Commitment

C_S =Customer Satisfaction

E_E =Employee Effectiveness and

C_P =Customer Patronage

a_0 = intercept

a_1 = parameter estimate

μ = disturbance terms or error term.

$\beta_1, \beta_2, \beta_3$ are the parameters to be estimated as the independent variables in the study.

The questionnaires were tested for content validity and reliability to ensure that it is able to address appropriately the questions being answered. However, Cronbach's alpha was used to measure the Employees Motivation (E_M) which is the independent variable and is proxied by Employee Promotion (E_P), Employee Training and Development (E_{TD}), Employee Relationship with Co-workers (E_{RC}), and Employee Compensation (E_{CP}), while the Organizational Performance (O_P) of the selected Hotel in Kaduna Metropolis, Nigeria is the dependent variable and is measured by Employee Commitment (E_{CT}), Customer Satisfaction (C_S), Employee Effectiveness (E_E), and Customer Patronage (C_P) respectively for internal consistency. The validity of the data will be done with help of questionnaire. A result above 0.7 will be accepted, meaning that the research instrument (questionnaire) is reliable.

Table 1: Test for Validity and Reliability using Cronbach's Alpha
Scale reliability of variables

S/No	Variables	Items	Pre-test	Cronbach's Alpha
1.	Employee Promotion	3	0.50	0.75
2.	Employee Training and Development	3	0.53	0.77
3.	Employee Relationship with Co-workers	3	0.66	0.70
4.	Employee Compensation	3	0.59	0.76
5.	Employee Commitment	1	0.68	0.71
6.	Customer Satisfaction	1	0.68	0.73
7.	Employee Effectiveness	1	0.60	0.87
8.	Customer Patronage	1	0.53	0.89

Source: Field Survey (2023)

Table 1 shows the test for reliability for Cronbach's Alpha. The independent items consist of Employees Motivation and proxied

by (Employee Promotion, Employee Training and Development, Employee Relationship with Co-workers, and

Employee Compensation), while the performance of the selected Hotel in Kaduna Metropolis, is sub-scaled by (5) subscales and components namely: (Employee Commitment, Customer Satisfaction, Employee Effectiveness, and Customer Patronage) with Alpha average value of 0.75 which was greater than 0.7 and quite adequate for the study.

RESULTS AND DISCUSSION

The hypotheses tested were stated in null form, the null hypotheses indicate no significant relationship between independent variable (Employee Motivation) and the dependent variable (Organizational Performance). Multiple regression analysis was used to analyse the hypotheses.

Table 2: Descriptive Statistics of the Variables
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Ep	337	1.00	5.00	1.9816	1.27432
ETD	337	1.00	5.00	3.6847	1.31462
ERC	337	1.00	5.00	3.8443	1.19664
ECP	337	1.00	5.00	3.3255	1.53625
ECT	337	1.00	5.00	3.5631	1.25281
Cs	337	1.00	5.00	4.3748	1.13741
E _E	337	1.00	5.00	3.7256	1.73346
C _P	337	1.00	5.00	3.3527	1.46476
Valid N (listwise)	337				

Source: SPSS output version 20.00, 2023

The table 2 revealed that the result of descriptive statistics which indicated the mean, range and standard deviation as well as variance. The mean value of Employee Promotion (Ep) is 1.98, the mean value of Employee Training and Development (ETD) is 3.68, the mean value of Employee Relationship with Co-workers (ERC) is 3.84,

the mean value of Employee Compensation (ECP) is 3.32, the mean value of Employee Commitment (ECT) is 3.56, the mean value of Customer Satisfaction (Cs) is 4.37, the mean value of Employee Effectiveness (E_E) is 3.72 and the mean value of Customer Patronage (C_P) is 3.35. The table also recorded standard deviation of the variables listed in the study.

Table 3: Correlation Analysis for Employee Promotion has no significant effect on the Employee Commitment at the selected Hotels in Kaduna Metropolis.

Correlations		Ep	ECT
Ep	Pearson Correlation	1	.551**
	Sig. (2-tailed)		.000
	N	337	337

ECT	Pearson Correlation	.551**	1
	Sig. (2-tailed)	.000	
	N	337	337

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

Significant at 0.01***, 0.05** and 0.1*

Source: Generated using SPSS output Version 20.0

A correlation coefficient is a very useful way to summarize the relationship between two variables with a single number that falls between -1 and +1 (Welkowitz et al, (2006). In Morgan et al (2004) it is given thus: -1.0 (a perfect negative correlation), 0.0 (no correlation) and +1.0 (a perfect positive correlation). From the table above shows

that, there is a strong positive correlation between Employee Motivation provided by the Hotels in Kaduna Metropolis in terms of Employee Promotion at a Pearson correlation values of 0.551 and a sig. (2-tailed) or p-values of 0.000 and the Employee Commitment (ECT) of the selected Hotels in Kaduna Metropolis, Nigeria

Table 3: Correlation Analysis for Training and career development has no significant effect on the Customer Satisfaction at the selected Hotels in Kaduna Metropolis.

Correlations		ETD	Cs
ETD	Pearson Correlation	1	.772**
	Sig. (2-tailed)		.000
	N	337	337
Cs	Pearson Correlation	.772**	1
	Sig. (2-tailed)	.000	
	N	337	337

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

Significant at 0.01***, 0.05** and 0.1*

Source: Generated using SPSS output Version 20.0

A correlation coefficient is a very useful way to summarize the relationship between two variables with a single number that falls between -1 and +1 (Welkowitz et al., 2006). In Morgan et al (2004) it is given thus: -1.0 (a perfect negative correlation), 0.0 (no correlation) and +1.0 (a perfect positive

correlation). From the table above, it shows that, there is a strong positive correlation between Employee Motivation provided by the Hotels in Kaduna Metropolis in terms of Employee Training and Development (ETD) at a Pearson correlation values of 0.772 and a sig. (2-tailed) or p-values of 0.000 and the

Customer Satisfaction(Cs) of the selected Hotels in Kaduna Metropolis, Nigeria.

Table 4: Correlation Analysis for Employee relationship with co-workers has no significant influence on the Employee Effectiveness at the selected Hotels in Kaduna Metropolis.

Correlations		ERC	EE
ERC	Pearson Correlation	1	.661**
	Sig. (2-tailed)		.000
	N	337	337
EE	Pearson Correlation	.661**	1
	Sig. (2-tailed)	.000	
	N	337	337

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

Significant at 0.01^{***}, 0.05^{**} and 0.1^{*}

Source: Generated using SPSS output Version 20.0

A correlation coefficient is a very useful way to summarize the relationship between two variables with a single number that falls between -1 and +1 (Welkowitz et al, (2006). In Morgan et al (2004) it is given thus: -1.0 (a perfect negative correlation), 0.0 (no correlation) and +1.0 (a perfect positive correlation). From the table above, it shows

that, there is a strong positive correlation between Employee Motivation provided by the Hotels in Kaduna Metropolis in terms of Employee relationship with co-workers (ERC) at a Pearson correlation values of 0.661 and a sig. (2-tailed) or p-values of 0.000 and the Employee Effectiveness (EE) of the selected Hotels in Kaduna Metropolis, Nigeria.

Table 5: Correlation Analysis for Employee Compensation has no significant influence on the Customer Patronage at the selected Hotels in Kaduna Metropolis.

Correlations		EC	CP
EC	Pearson Correlation	1	.882**
	Sig. (2-tailed)		.000
	N	337	337
CP	Pearson Correlation	.882**	1
	Sig. (2-tailed)	.000	
	N	337	337

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

Significant at 0.01^{***}, 0.05^{**} and 0.1^{*}

Source: Generated using SPSS output Version 20.0

A correlation coefficient is a very useful way to summarize the relationship between two variables with a single number that falls between -1 and +1 (Welkowitz et al, (2006). In Morgan et al (2004) it is given thus: -1.0 (a perfect negative correlation), 0.0 (no correlation) and +1.0 (a perfect positive correlation). From the table above, it shows

that, there is a strong positive correlation between Employee Motivation provided by the Hotels in Kaduna Metropolis in terms of Employee Compensation (E_C) at a Pearson correlation values of 0.882 and a sig. (2-tailed) or p-values of 0.000 and the Customer Patronage (C_P) of the selected Hotels in Kaduna Metropolis, Nigeria.

Hypothesis One: Employee Promotion, Training and career Development, Employee relationship with co-workers and Employees Compensation **has no significant effect on the Employee Commitment at the selected Hotels in Kaduna Metropolis.**

Regression Result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862 ^a	.651	.652	.67652

a. Predictors: (Constant), E_P , E_{TD} , E_{RC} , E_{CP}

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	262.727	4	63.172	146.053	.000 ^b
	Residual	138.143	332	.461		
	Total	383.920	336			

a. Dependent Variable: Employee Commitment (E_{Ct})

b. Predictors: (Constant), Employee Promotion (E_P), Employee Training and Development (E_{TD}), Employee Relationship with Co-workers (E_{RC}), Employee Compensation (E_{CP})

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.575	.154		-3.044	.002
	E_P	-.241	.145	-.322	-2.129	.030

E_{TD}	-.325	.142	-.396	-2.322	.018
E_{RC}	.367	.078	.532	5.061	.000
E_{CP}	.926	.096	.930	10.249	.000

a. Dependent Variable: E_{Ct}

Source: SPSS version 20.00, 2023

The f-statistic value of 146.053 is significant at a p-value of 0.00, indicating strong evidence of a linear effect of Employee Promotion on performance in terms of Employee Commitment (E_{Ct}) at the selected hotels in Kaduna Metropolis. The regression results show that the coefficient for Employee Promotion (EP) is negative and significant concerning Employee Commitment. Specifically, the relationship $EP = 0.57 - 0.24E_{Ct}$ suggests that for every 1% increase in Employee Promotion, performance in terms of Employee Commitment decreases by 24%. With a p-value of 0.03, which is higher than the t-statistic value of -2.15, this signifies a negative and significant impact of Employee Promotion on Employee Commitment.

Similarly, the coefficient for Training and Career Development (TCD) is negative and significant in its effect on Customer Satisfaction (CS). The equation $TCD = 0.57 - 0.32CS$ indicates that for every 1% increase in Training and Career Development, Customer Satisfaction decreases by 32%. This is further supported by a p-value of 0.018, which is higher than the t-statistic value of -2.36, demonstrating a negative and significant impact on Customer Satisfaction.

Conversely, the coefficient for Employee Relationship with Co-workers (ERC) is

positive and significant regarding Employee Effectiveness (EE). The relationship $ERC = 0.57 + 0.36EE$ shows that for every 1% increase in Employee Relationship with Co-workers, Employee Effectiveness increases by 36%. With a p-value of 0.000, which is less than the t-statistic value of 5.07, this signifies a positive and significant effect of Employee Relationships on Employee Effectiveness.

Finally, the coefficient for Employee Compensation (EC) is positive and significant in enhancing Customer Patronage (CP). The equation $EC = 0.57 + 0.92EC$ indicates that for every 1% increase in Employee Compensation, Customer Patronage increases by 92%. This is further confirmed by a p-value of 0.000, which is less than the t-statistic value of 10.24, indicating a positive and significant impact of Employee Compensation on Customer Patronage.

The coefficient of determination (r^2) of 0.66 suggests that 66% of the variation in Customer Satisfaction at the selected hotels in Kaduna Metropolis can be explained by Employee Promotion, with the remaining 34% attributed to other factors not included in the regression model.

Hypothesis Two: Employee Promotion, Training and career Development, Employee relationship with co-workers and Employees Compensation **has no significant effect on the Customer Satisfaction at the selected hotels in Kaduna Metropolis.**

Table 4.2.2: Regression Result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.951 ^a	.905	.903	.35461

a. Predictors: (Constant), E_P , E_{TD} , E_{RC} , E_{CP}

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	324.157	4	81.039	684.428	.000 ^b
	Residual	34.204	332	.126		
	Total	358.361	336			

a. Dependent Variable: Customer Satisfaction (C_S)

b. Predictors: (Constant), Employee Promotion (E_P), Employee Training and Development (E_{TD}), Employee Relationship with Co-workers (E_{RC}), Employee Compensation (E_{CP})

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.620	.090		7.455	.000
	E_P	.441	.070	.497	6.192	.000
	E_{TD}	.375	.072	.398	4.496	.000
	E_{RC}	-.152	.040	-.237	-4.211	.000
	E_{CP}	.313	.050	.304	6.295	.000

a. Dependent Variable: C_S

Source: SPSS version 20.00, 2023

The f-statistic value of 684.428 is significant at a p-value of 0.00, indicating clear evidence of a linear effect of Employee Motivation on performance in terms of Customer Satisfaction in the selected hotels in Kaduna Metropolis.

From the regression results, the coefficient for Employee Promotion (PC) is negative and significant concerning Employee Commitment (ECT) in the selected hotels. The relationship $EP = 0.62 + 0.44ECT$ implies that for every 1% increase in

Employee Promotion, Employee Commitment decreases by 43%. With a p-value of 0.000, which is higher than the t-statistic value of 6.19, this demonstrates a negative and significant impact of Employee Promotion on Employee Commitment.

The coefficient for Training and Career Development (TCD) is negative and significant regarding Customer Satisfaction (CS). The equation $CTI = 0.62 + 0.37CS$ indicates that for every 1% increase in Training and Career Development, Customer Satisfaction decreases by 32%. This is supported by a p-value of 0.000, higher than the t-statistic value of 4.49, showing a negative and significant impact on Customer Satisfaction.

Conversely, the coefficient for Employee Relationship with Co-workers (ERC) is positive and significant regarding Employee Effectiveness (EE). The relationship $ERC = 0.62 - 0.15CS$ shows that for every 16% increase in Employee Relationship with Co-workers, Employee Effectiveness increases

by 39%. With a p-value of 0.000, which is less than the t-statistic value of -4.21, this indicates a positive and significant effect of Employee Relationships on Employee Effectiveness.

The coefficient for Employee Compensation (EC) is positive and significant in enhancing Customer Patronage (CP). The equation $EC = 0.67 + 0.31PCP$ suggests that for every 1% increase in Employee Compensation, Customer Patronage increases by 13%. This is confirmed by a p-value of 0.000, which is less than the t-statistic value of 6.29, indicating a positive and significant impact of Employee Compensation on Customer Patronage.

The coefficient of determination (r^2) of 0.90 suggests that 90% of the variation in Customer Satisfaction in the selected hotels in Kaduna Metropolis can be explained by Employee Promotion. The remaining 10% is attributable to other factors not included in the regression model.

Hypothesis Three: Employee Promotion, Training and career Development, Employee relationship with co-workers and Employees Compensation has no significant influence on the Employee Effectiveness at the selected Hotels in Kaduna Metropolis.
Regression Result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.968 ^a	.976	.977	.24518

a. Predictors: (Constant), E_P , E_{TD} , E_{RC} , E_{CP}

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	678.255	4	158.561	2745.017	.000 ^b
	Residual	15.047	332	.057		
	Total	654.262	336			

- a. Dependent Variable: Employee Effectiveness (E_E)
b. Predictors: (Constant), Employee Promotion (E_P), Employee Training and Development (E_{TD}), Employee Relationship with Co-workers (E_{RC}), Employee Compensation (E_{CP})

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.183	.060		-3.185	.002
	E_P	.243	.046	.164	4.467	.000
	E_{TD}	.163	.048	.128	3.165	.002
	E_{RC}	.638	.026	.680	24.236	.000
	E_{CP}	.048	.033	.048	1.171	.247

a. Dependent Variable: E_E

Source: SPSS version 20.00, 2023

The f-statistic value of 2745.017 is significant at a p-value of 0.00, indicating strong evidence of a linear effect of Employee Motivation on performance in terms of Employee Effectiveness in the selected hotels in Kaduna Metropolis.

The regression results reveal that the coefficient for Employee Promotion (E_P) is negative and significant regarding Employee Commitment (E_C). Specifically, the equation $EP = 0.18 + 0.24EC$ suggests that for every 1% increase in Employee Promotion, Employee Commitment decreases by 20%. The p-value of 0.000, which is higher than the t-statistic value of 4.40, implies a negative and significant impact of Employee Promotion on Employee Commitment.

Similarly, the coefficient for Training and Career Development (TCD) is negative and significant concerning Customer Satisfaction (CS). The equation $TCD = 0.18 + 0.16CS$ indicates that for every 1% increase in Training and Career Development, Customer

Satisfaction decreases by 15%. This is supported by a p-value of 0.000, which is higher than the t-statistic value of 3.18, demonstrating a negative and significant effect on Customer Satisfaction.

Conversely, the coefficient for Employee Relationship with Co-workers (ERC) is positive and significant in enhancing Employee Effectiveness (EE). The relationship $ERC = 0.18 + 0.63CS$ shows that for every 1% increase in Employee Relationship with Co-workers, Employee Effectiveness increases by 63%. With a p-value of 0.000, which is less than the t-statistic value of 24.24, this indicates a positive and significant effect of Employee Relationships on Employee Effectiveness.

The coefficient for Employee Compensation (EC) is positive and significant regarding Customer Patronage (CP). The equation $EC = 0.18 + 0.04EP$ suggests that for every 1% increase in Employee Compensation, Customer Patronage increases by 98%. Although the p-value of 0.24 is less than the

t-statistic value of 1.16, this implies a positive and significant impact of Employee Compensation on Customer Patronage.

The coefficient of determination (r^2) of 0.97 indicates that 97% of the variation in

Employee Effectiveness in the selected hotels in Kaduna Metropolis can be explained by Employee Relationship with Co-workers. The remaining 3% is attributable to other factors not included in the regression model.

Hypothesis Four: Employee Promotion, Training and career Development, Employee relationship with co-workers and Employees Compensation has no significant influence on the Customer Patronage at the selected Hotels in Kaduna Metropolis.

Regression Result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.972 ^a	.963	.992	.33101

a. Predictors: (Constant), E_P , E_{TD} , E_{RC} , E_{CP}

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	443.698	4	115.924	946.836	.000 ^b
	Residual	31.531	332	.126		
	Total	475.469	336			

a. Dependent Variable: Customer Patronage (C_P)

b. Predictors: (Constant), Employee Promotion (E_P), Employee Training and Development (E_{TD}), Employee Relationship with Co-workers (E_{RC}), Employee Compensation (E_{CP})

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.459	.076		-5.539	.000
	E_P	.124	.057	.130	1.767	.075
	E_{TD}	.236	.099	.271	3.542	.000
	E_{RC}	.120	.028	.151	3.426	.001
	E_{CP}	.561	.038	.462	11.340	.000

a. Dependent Variable: C_P

Source: SPSS version 20.00, 2023

Decision Rule 5% level of significance

The f-statistic value of 946.836, with a p-value of 0.00, signifies strong evidence of a linear effect of Employee Motivation on performance in terms of Customer Patronage in the selected hotels in Kaduna Metropolis. From the regression results, the coefficient for Employee Compensation (EC) is negative and significant regarding Customer Patronage (CP). Specifically, the relationship $EC = 0.45 + 0.14CP$ indicates that for every 1% increase in Employee Compensation, Customer Patronage decreases by 24%. The p-value of 0.07, which is higher than the t-statistic value of 1.78, implies a negative and significant impact of Employee Compensation on Customer Patronage.

Similarly, the coefficient for Training and Career Development (TCD) is negative and significant in relation to Customer Satisfaction (CS). The equation $TCD = 0.45 + 0.23CS$ suggests that for every 1% increase in Training and Career Development, Customer Satisfaction decreases by 24%. This is supported by a p-value of 0.000, which is higher than the t-statistic value of 3.53, indicating a negative and significant effect on Customer Satisfaction.

Conversely, the coefficient for Employee Relationship with Co-workers (ERC) is positive and significant in enhancing Employee Effectiveness (EE). The relationship $ERC = 0.45 + 0.12CS$ shows that for every 1% increase in Employee Relationship with Co-workers, Employee Effectiveness increases by 13%. With a p-value of 0.000, which is less than the t-statistic value of 3.4, this demonstrates a positive and significant effect of Employee Relationships on Employee Effectiveness.

In contrast, another analysis of the Employee Compensation coefficient (EC) is positive and significant in enhancing Customer Patronage (CP). The equation $EC = 0.45 + 0.56CP$ suggests that for every 1% increase in

Employee Compensation, Customer Patronage increases by 54%. This is confirmed by a p-value of 0.000, which is less than the t-statistic value of 11.32, indicating a positive and significant impact of Employee Compensation on Customer Patronage.

The coefficient of determination (r^2) of 0.93 indicates that 93% of the variation in Customer Patronage in the selected hotels in Kaduna Metropolis can be explained by Employee Compensation, with the remaining 7% attributable to other factors not included in the regression model.

Discussion of Findings

The results of the analysis indicate that there is positive and significant impact of Employee motivation on the performance of the selected Hotels in Kaduna Metropolis, Nigeria.

Hypothesis One: Employee Promotion, Training and career Development, Employee relationship with co-workers and Employees Compensation has no significant effect on the Employee Commitment at the selected Hotels in Kaduna Metropolis.

The f-statistic value of 146.053 is significant at p-value of 0.00 which indicate that there is an evidence of existence of linear effect of Employee Promotion on performance in terms of Employee Commitment (E_C) of the selected Hotels in Kaduna Metropolis.

From the regression result, Employee Promotion coefficient (E_P) is negative and significant in enhancing performance in terms of Employee Commitment (E_C) of the selected Hotels in Kaduna Metropolis. The Results which indicates that performance in terms of s Employee Commitment of the selected Hotels in Kaduna Metropolis will decrease for every increase in Employee

Promotion. The p-value is more than the t-statistic values. This implies that there is a negative and significant effect of Employee Promotion on performance in terms of Employee Commitment of the selected Hotels in Kaduna Metropolis. The coefficient of determination (r^2) value indicates that the variation in performance in terms of customer satisfaction of the selected Hotels in Kaduna Metropolis can be explained by Employee Promotion. The remaining can be explained by other related factors not noted in the regression. This study has agreed with the studies conducted by Reed's (2011), and Gillespie, (2017).

The study is also in line with the Herzberg's Two-Factor Theory, or Motivation-Hygiene Theory, is a widely recognized motivational theory that posits the existence of two types of job factors that affect employee motivation and job satisfaction. "Two-Factor theory" Despite criticisms levied at the Two-Factor theory, it remains very important to organizations. It implies that managers and their organizations must constant guarantee the adequacy of the hygiene factors to avoid dissatisfaction amongst members of the workforce. This is because employee dissatisfaction leads to loss of morale which in turn leads to a decrease in employee productivity levels. Also, managers must make sure that the kind of work or responsibilities assigned to employees is challenging, exciting and fulfilling so as to ensure workers are inspired to improve work related performance levels. This theory lays emphasis on job-enrichment so as to encourage workers to be highly productive.

Hypothesis Two: Employee Promotion, Training and career Development, Employee relationship with co-workers and Employees Compensation has no significant effect on the Customer Satisfaction at the selected hotels in Kaduna Metropolis.

The f-statistic value of 684.428 is significant at p-value of 0.00 which indicate that there is an evidence of existence of linear effect of Employee Motivation on performance in terms of Customer Satisfaction the selected Hotels in Kaduna Metropolis.

From the regression result, Employee Promotion coefficient (EP) is negative and significant in enhancing performance in terms of Employee Commitment (E_{Ct}) of the selected Hotels in Kaduna Metropolis. The result which indicates that performance in terms of s Employee Commitment (E_{Ct}) of the selected Hotels in Kaduna Metropolis will decrease for every increase in Employee Promotion. The p-value is more than the t-statistic value. This implies that there is a negative and significant effect of Employee Promotion on performance in terms of Employee Commitment (E_{Ct}) of the selected Hotels in Kaduna Metropolis. The coefficient of determination (r^2) value indicates that the variation in performance in terms of Customer Satisfaction (CS) of the selected Hotels in Kaduna Metropolis can be explained by Employee Promotion (EP). The remaining can be explained by other related factors not noted in the regression. This study has agreed with the studies conducted by Akpan, (2018), and Meyer and Smith, (2018). However, the studies of Al-Jumah and Tarhini, (2020), Sanghavi and Patel, (2021), and Sarwar and Ahmed, (2021) disagrees with the above stated findings.

The study is also in line with the "Abraham Maslow theory of needs" suggested that if individuals are nurtured in places where their necessities aren't met, the probability that they will function healthy is unlikely compared to individuals whose needs were met given the environment they were brought up. Investigations challenging Maslow's theory has backed the distinctiveness existing amongst the basic or deficiency needs and the growth needs but show that not everyone has

the ability to gratify their growth desires on the job. Based on findings from previous studies, managers at strategic levels or higher echelons of an organization are capable of satisfying both their growth and deficiency needs while those at operational or functional levels have the ability to gratify mainly their basic needs on the job. Maslow's theory is yet to receive tremendous backing with regards to the precise concept it suggests (Greenberg & Baron 2003). To them his ideology seems to address the attitude of employees towards their job.

Hypothesis Three: Employee Promotion, Training and career Development, Employee relationship with co-workers and Employees Compensation has no significant influence on the Employee Effectiveness at the selected Hotels in Kaduna Metropolis.

The f-statistic value of 2745.017 is significant at p-value of 0.00 which indicate that there is a evidence of existence of linear effect of Employee Motivation on performance in terms of Employee Effectiveness of the selected Hotels in Kaduna Metropolis.

From the regression result, Employee Promotion coefficient (EP) is negative and significant in enhancing performance in terms of Employee Commitment (E_{Ct}) of the selected Hotels in Kaduna Metropolis. The result which indicates that performance in terms of s Employee Commitment (E_{Ct}) of the selected Hotels in Kaduna Metropolis will decrease for every increase in Employee Promotion. The p-value is more than the t-statistic value. This implies that there is a negative and significant effect of Employee Promotion on performance in terms of Employee Commitment (E_{Ct}) of the selected Hotels in Kaduna Metropolis. The coefficient of determination (r^2) indicates that the variation in performance in terms of Employee Effectiveness of the selected

Hotels in Kaduna Metropolis can be explained by Employee Relationship with Co-workers. The remaining can be explained by other related factors not noted in the regression. This study has agreed with the studies conducted by Nguyen et al., (2018); Akpan, (2018); Munene, (2018); Chowdhury, (2019), and Jones, (2019).

The study is also in line with the "Vroom's Theoretical Model" finds application in driving worker productivity via motivation. The board of an organization can relate positive valence of workers to higher performances, and make sure that the relationship is properly communicated to workers. Managers, in numerous ways including mental tests or counseling, can comprehend the sort of rewards workers find appealing which may be intrinsic rewards or extrinsic rewards, and can make appropriate changes in compensating them. To protect expectations, managers can ascertain the resources, kinds of training and level of supervision required. Also, managers need to make sure that the organization fulfills its promises concerning rewards and create that consciousness that the organization constantly fulfills its promises. This may call for a change in the organization's culture to improve communication and transparency.

Hypothesis Four: Employee Promotion, Training and career Development, Employee relationship with co-workers and Employees Compensation has no significant influence on the Customer Patronage at the selected Hotels in Kaduna Metropolis.

The f-statistic value of 946.836 is significant at p-value of 0.00 which indicate that there is a evidence of existence of linear effect of Employee Compensation on performance in terms of Customer Patronage of the selected Hotels in Kaduna Metropolis.

From the regression result, Employee Compensation coefficient (EC) is negative and significant in enhancing performance in terms of Customer Patronage (CP) of the selected Hotels in Kaduna Metropolis. The result which indicates that performance in terms of Customer Patronage (CP) of the selected Hotels in Kaduna Metropolis will decrease for every increase in Employee Compensation (EC). The p-value is more than the t-statistic value. This implies that there is a negative and significant effect of Employee Compensation (EC) on performance in terms of Customer Patronage (CP) of the selected Hotels in Kaduna Metropolis. The coefficient of determination (r^2) indicates that the variation in performance in terms of Customer Patronage of the selected Hotels in Kaduna Metropolis can be explained by Employee Compensation. The remaining can be explained by other related factors not noted in the regression. This study has agreed with the studies conducted by Mackenzie, and Clark, (2019), Huang and Wang's (2019), Ahmed and Azam's, (2020). However, the studies of Parker and Lee, (2020), Sulaiman, Yusoff and Mohammed, (2020) disagreed with the findings.

The study is also in line with the "Victor Vroom's Expectancy Theory". The expectancy theory, as opposed to the need theory, is a process theory. It relates to the diversity existing in the workplace as regards the opinions, thoughts and concerns of workers including their attitude and behaviors towards the job (Purvis, Zagenczyk & McCray, 2015; George & Jones, 2012). This theory specifically focuses on the personal evaluations of a workforce and their work place. It assesses the activities of workers based on their hopes and aspirations (Purvis, Zagenczyk & McCray, 2015).

CONCLUSION AND RECOMMENDATIONS

The study concluded that the coefficient for Employee Promotion (EP) is negative and significant in relation to Employee Commitment (ECt) at the selected hotels in Kaduna Metropolis. This finding suggests that Employee Commitment decreases with every increase in Employee Promotion. Additionally, the regression results indicate that the coefficient for Employee Compensation (EC) is negative and significant concerning Customer Patronage (CP) in the selected hotels. This implies that Customer Patronage decreases with every increase in Employee Compensation, as supported by a p-value higher than the t-statistic value, highlighting a negative and significant impact. The following recommendations are made as follow:

- i. The management of the selected hotels in Kaduna Metropolis should implement a clear and strategic plan for employee promotion to enhance employee commitment. When promotions are conducted based on stipulated labour agreements, employees are motivated, leading to increased commitment.
- ii. Management should develop a comprehensive plan for training and career development to boost customer satisfaction. capable personnel should be engaged to identify training and development needs promptly, ensuring accountability and adding value to the company, thereby achieving higher customer satisfaction.
- iii. Management should introduce proactive Employee Promotion, especially for newly engaged employees within the stipulated promotion period, to enhance

Employee commitment. Timely promotions motivate employees to perform at their best, striving to maintain a competitive advantage and enhancing overall commitment.

- iv. A well-structured employee compensation scheme should be developed to ensure employees are adequately compensated for their efforts. Timely application of staff compensation motivates employees to deliver their best performance. Consistent development and improvement of compensation strategies will boost morale, leading to increased Customer Patronage in the selected hotels in Kaduna Metropolis.

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