

Exploring the Influence of Employee Motivation on Employee Performance at United Bank for Africa (UBA), Kano State

Aliyu Mohammed¹, Abdullateef Ajibola Adepoju², Trimisiyu Omotayo Lawal³

¹Department of Management, School of Arts, Management and Social Sciences, Skyline University Nigeria, Kano.

²PhD Research Scholar, Department of Management, School of Arts, Management and Social Sciences, Skyline University Nigeria, Kano.

³Department of Economics, School of Arts, Management and Social Sciences, Skyline University Nigeria, Kano.

Received: 05.06.2026 | Accepted: 03.07.2026 | Published: 09.07.2026

*Corresponding Author: Aliyu Mohammed

DOI: [10.5281/zenodo.21283885](https://doi.org/10.5281/zenodo.21283885)

Abstract

Original Research Article

The study explores the influence of work environment, recognition, and compensation on the job satisfaction of employees at Guaranty Trust Bank (GTB), Kano State. The genesis of this research stems from persistent concerns regarding employee dissatisfaction, reduced productivity, and high turnover rates in the banking sector, which threaten organizational efficiency and service delivery. The primary objective of the study is to examine how the physical and psychological work environment, employee recognition, and both direct and indirect compensation impact job satisfaction. The research addresses specific problems, including the extent to which inadequate work facilities, lack of recognition, and insufficient compensation affect employee morale and performance. A qualitative, conceptual approach will be implemented in the study, and the secondary sources of data used will be scholarly journals, books, historical data, newspapers, and other validated publications. The literature review reveals that conducive work environments, timely recognition, and fair compensation positively correlate with enhanced job satisfaction, higher engagement, and improved performance outcomes. According to major findings, workers are most motivated when intrinsic and extrinsic motivators are balanced, and organizational support is manifested. Recommendations include implementing structured recognition programs, improving physical and psychological work conditions, and adopting competitive compensation policies. It is concluded that as a combination of these factors, they promote the satisfaction of the employees and organizational productivity but due to the intangible conceptual nature of the research, further quantitative research may be proposed.

Keywords: Work Environment, Employee Recognition, Compensation, Job Satisfaction, Banking Sector, Employee Motivation, Organizational Performance.

Copyright © 2026 The Author(s). This is an open-access article distributed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (CC BY-NC 4.0).

1.0 Introduction to the Study

1.1 Background of the Study

The issue of employee motivation is a vital attribute of organizational performance as it defines the way in which people approach their jobs, objectives, and

assist in the overall productivity (Ryan and Deci, 2017). Motivation in the modern banking industry is not just an instrument to enhance the output but an instrument to create new opportunities and versatility (Mohammed, Manoharan, Chelliah, and Kassim, 2024). Intrinsically and extrinsically motivated



Citation: Mohammed, A., Adepoju, A. A., & Lawal, T. O. (2026). Exploring the influence of employee motivation on employee performance at United Bank for Africa (UBA), Kano State. *GAS Journal of Economics and Business Management (GASJEBM)*, 3(7), 48-65.

employees have high percentage of commitment, proactivity, and job satisfaction that subsequently improve organizational performance. In the framework of United Bank of Africa (UBA), Kano State, it is important to comprehend the motivational processes that will help in aligning the human capital efforts with the strategic goals. The banking sector in Nigeria has experienced considerable digitalisation, claiming that the workers need to adopt digital technologies, offer new financial products, and fulfil the changing expectations of customers (Manoharan, Mohammed, Chelliah, and UdayaBanu, 2025). These changes have complicated the operations of employees, which makes them require motivational methods that go beyond monetary benefits and include recognition, career growth, and psychosocial assistance (Mohammed, Kumar, Raj, and Sangeetha, 2024). Engaged employees will have an increased capacity to tolerate such changes, introduce new resolutions, and ensure high standards of service delivery. Thus, the research on employee motivation within this industry can be valuable in terms of enhancing organizational performance.

In addition, empirical studies also emphasize the need to create a friendly organizational culture that supports intrinsic and extrinsic motivation sources (Gagne and Deci, 2005). When applied properly, multifaceted motivational strategies can result in increased employee interactions, lower turnover, and better performance results in organizations (Mohammed, Sundararajan, and Kumar, 2024). When applied to the UBA, the vision of motivational drivers can be used to influence the practice of human resource management derived by the management to develop interventions that can effectively improve the productivity of its employees and facilitate the growth of the organization. Lastly, the motivation research also revealed that intrinsic and extrinsic incentives in combination with recognition mechanisms yield the greatest effect on performance in other industrial and service environments (Goni, Mohammed, Sundararajan, and Kassim, 2024; Kumar, Mohammed, Raj, and Sundaravadivazhagan, 2024). Conceptualization of these insights in the banking industry will form the objective of this study as the researcher seeks to construct a theoretical perspective of how motivation

factors affect the performance of employees in UBA, Kano State. This type of conceptual lens will facilitate managerial decision making and also give a platform to future empirical exploration.

1.2 Problem Statement

Although its significance has been noted, the connection between employee motivation and quantifiable performance outcomes has remained a problem facing numerous organizations, not excluding banks in Nigeria. Employee performance is usually varied in UBA, Kano State, and it could be explained by the fact that motivation, engagement, and job satisfaction are different (Ashok Kumar, Mohammed, Kalaiarasana, and Sundaravadivazhagan, 2024). As much as banks have implemented incentive schemes, conclusiveness on how these interventions can actually lead to employee improvement is not clear. This uncertainty presents difficulties in terms of resource allocation and development of the human resource strategy. Moreover, employees working in fast paced and technology driven settings often face motivational challenges which include workload pressure, ambiguous expectation of roles and lack of appreciation of their efforts (Mohammed, Manoharan, Chelliah, & Kassim, 2024). These may lower the level of engagement, productivity, and have negative influence on the performance of the organization. The management will end up adopting interventions which fail to lead to meaningful changes in employee performance unless the management has a clear conceptual knowledge of the drivers and the inhibitors of motivation (Luthans, 2002).

Moreover, although the available literature on employee motivation and performance has been conducted in manufacturing and industrial industries, the banking sector in Nigeria has been under-researched (Mohammed, Kumar, Raj, and Sangeetha, 2024; Goni, Mohammed, Sundararajan, and Kassim, 2024). The operational peculiarities, the regulatory environment and customer-focused models of banks require an exploration of the phenomenon in a context-specific manner to comprehend the motivational factors and their effect

on performance. Depending on the research gap, bridging this gap will give information about theory and practice. Lastly, the banks may lose competitiveness in the financial sector due to low employee morale, productivity, and turnover in the absence of proper motivational techniques (Mohammed, Sundararajan, and Kumar, 2024; Ashok Kumar, Mohammed, Kalaiarasi, and Sundaravadivazhagan, 2024). Thus, the following study attempts to conceptually analyze how employee motivation affects employee performance at UBA, Kano State, and provide a framework of strategic human resource interventions that would help align the behavior of employees with the organizational goals.

1.3 Significance of the Study

The theoretical and practical significance of the impact of employee motivation on performance is critical to the both scholars and practitioners in the banking industry. Theoretically, the work is relevant to the area of human resource management and is based on the study of the influence of intrinsic and extrinsic motivation factors on the behavior of the employees and their performance at the service-focused organizations (Kumar, Mohammed, Raj, and Balasubramanian, 2024). Although motivation has been prevalent in the manufacturing and industrial setting, its implementation in the banking industry, more so in Nigeria, is still under researched. Through a construction of a conceptual framework of the relationship between UBA, Kano State, the study offers the basis of empirical testing and fills a gap in the motivation-performance research (Robbins and Judge, 2019; Noe, Hollenbeck, Gerhart, and Wright, 2021). As a manager, this study can inform the leadership of banks to develop interventions that would improve employee engagement, productivity, and commitment. Motivated employees are able to solve problems better, act in an innovative way, and deliver better customer service (Abdulrasheed, Auwal, and Mohammed, 2025). The recognition schemes, professional development programs and performance based incentives can be introduced by management by identifying the key motivational drivers which will help the employees match and align their objectives with the organizational goals.

The alignment is especially relevant in the technically conditioned banking settings where the workforce flexibility and reactivity is prone to maintaining a competitive advantage (Armstrong and Taylor, 2020).

Moreover, the research is meaningful in terms of forming the organizational policy in the banking industry. Human resource policies that are able to incorporate motivational methods can lead to high employee satisfaction, low turnover and developing the culture of continual improvement (Abdulrasheed, Mukhtar, and Mohammed, 2025). This study can be used by policymakers and managers to formulate practices that can foster supportive working environments, cement engagement, and high performance. This kind of evidence based policies can enhance efficiency in operation, optimum use of resources, and enhance institutional effectiveness. Lastly, the social and economic consequences of this research are high. The banking sector depends on how well employees perform in terms of quality of service, financial inclusion and customer satisfaction, all of which affect the economic growth and stability (Abubakar, Bala, and Mohammed, 2025). The development of motivational strategies that would improve the performance of employees is an idea that presents a path map on how to maximize human capital, bring about innovation and promote institutional excellence. In addition, the interpretation of motivation-performance relationships is relevant to the literature of organizational behavior and human resource management, as it provides practical and theoretical information that could be applied in the academic and business field (Deci and Ryan, 2017; Gagne and Deci, 2005).

1.4 Research Objectives

1. To explore the influence of employee motivation on employee performance at United Bank for Africa (UBA), Kano State.
2. To examine the impact of intrinsic motivation on employee performance.
3. To assess the effect of extrinsic motivation on employee performance.

4. To provide a conceptual framework that guides future strategies for enhancing employee motivation and performance in UBA.

1.5 Research Questions

1. How does employee motivation influence employee performance at UBA, Kano State?
2. What is the impact of intrinsic motivation on employee performance?
3. How does extrinsic motivation affect employee performance?
4. What strategies can be conceptualized to enhance employee motivation and performance in UBA?

2.0 Literature Review

The section is a conceptual and theoretical discussion of the main variables of the study, employee motivation and employee performance. The literature review is an attempt to synthesize the available studies in order to bring out the importance of motivation in performance outcome, gaps in existing body of knowledge and the foundation of the conceptual frame work of the study. This review is categorized into conceptual review where the important terms and constructions are explained and a theoretical discussion where the study framework is supported.

2.1 Conceptual Review

2.1.1 Concept of Employee Motivation

Employee motivation is defined as both internal and external elements that trigger people to deliver effectively in their jobs. It includes both intrinsic motivation, like personal growth, job satisfaction, and achievement, and extrinsic motivation, like financial reward, recognition, and advancement in the career (Mohammed, Sundararajan, and Martin, 2024). Organizational performance is about motivation since it makes employees work hard to achieve their organizational targets, work when there are challenges, and work in the right direction towards achieving the organizational objectives.

Motivation theories focus on the fact that intrinsic and extrinsic aspects should be addressed in a strategic manner to achieve optimal performance. Indicatively, incremental learning and constant adaptation have also been found to be the major contributors to employee engagement and entrepreneurship within dynamic markets (Mohammed, Sujatha, Kulaiarasi, and Sundaravadivazhagan, 2025). These strategies show that motivation does not exist in isolation but it changes with the exposure of the employees to new skills, responsibilities and organizational transformation.

In addition, effective motivation increases organizational commitment, decreases turnover, and increases employee well-being. Studies suggest that incorporation of motivational practices in the human resource management practices mediate the association between employee engagement and organizational growth (Mohammed, Shanmugam, Subramani, and Pal, 2024). Thus, it is essential to comprehend the motivational factors among employees to enable firms with the goal of improving their productivity and competitive advantage in competitive business settings. Motivation is also instrumental in the banking sector, especially UBA in Kano State, to make employees receptive to changes in technology, client demands, as well as operational targets (Shanmugam Sundararajan, Rajkumar, Senthilkumar, Mohammed, and Prince Martin, 2024). High performance, initiative and positive contributions to the organizational outcomes have been found to be more probable to be exhibited by the motivated employees thus the practical relevance of motivational strategies in service oriented industries is reflected.

2.1.2 Concept of Employee Performance

Employee performance is the quantifiable results on the work of an individual towards the realization of organizational goals. Performance is also a combination of task-based results and those behaviors that make the organization successful, including problem-solving, teamwork, and innovation (Mohammed, Sundararajan, and Martin, 2024). Employee motivation is commonly

associated with high performance since employees that are motivated are more likely to work harder, maintain their productivity and show high involvement rates. There is a variety of factors that affect performance, and they are skills, experience, resources, and organizational support. As an example, research in other industries indicates that strategic human resource management behaviours have the potential to improve performance because they can match the competencies of employees in relation to organizational objectives (Mohammed, Shanmugam, Subramani, & Pal, 2024). This shows that performance is not only related to individual effort but also it is influenced by organizational structures, policies and environmental factors.

Moreover, success in the organization can be reflected as well as determined by performance. The high performance of the employees leads to the quality of the services, customer satisfaction, and competitiveness in general (Lawal, Abdulsalam, Mohammed, and Sundararajan, 2023). On the other hand, poor performance may impede growth, decrease efficiency, and raise the costs of operation. Employee performance is especially important in the banking industry such as UBA as it requires accuracy, customer service, and innovation in financial solutions (Mustapha, Mohammed, and Lawal, 2025). To guarantee high performance, the relationship between motivational drivers and individual capabilities must be comprehended, and, therefore, it is necessary to have conceptual models that would establish connections between motivation and the performance results in service-based organizations.

2.1.3 Dimensions of Employee Motivation

The concept of employee motivation is complex because it has many dimensions that determine the performance of individuals in the workplace. These dimensions are generally divided into extrinsic and intrinsic motivation that are internal psychological motivators and external rewards that determine behavior (Sundararajan, Mohammed, and Lawal, 2023). The reason why it is important to understand these dimensions is that they define the extent to which employees dedicate themselves to whatever

they are doing as well as their degree of engagement, perseverance and their performance at large. Both forms of motivation have been used as effective human resource strategies to acquire a productive and satisfied workforce (Sundararajan, Muhammed, and Senthil Kumar, 2024).

2.1.3.1 Intrinsic Motivation

Intrinsic motivation is caused by the internal factors that include personal development, job satisfaction, sense of achievement, and congruence with values of the individual. Intrinsically motivated employees are also interested in doing tasks because of intrinsic satisfaction they generate and not because of extrinsic rewards (Mohammed & Sundararajan, 2023). Such kind of motivation fosters creativity, innovativeness and dedication since there is a tendency towards aiming at excellence and professional growth among employees. According to research, every opportunity to develop skills and to learn as well as to have autonomy contributes to better engagement and future performance (Sundararajan and Mohammed, 2024).

2.1.3.2 Extrinsic Motivation

On the other hand, extrinsic motivation is one that is affected by external events like monetary rewards, promotions, recognition, and organizational rewards (Sundararajan and Mohammed, 2023). Such incentives work well in encouraging instantaneous performance surge especially in cases where the staffs know the relationship between work and reward. Although extrinsic motivation might not be sufficient to maintain engagement in the long-term, when used with intrinsic factors, it could make a person more productive in general and stimulate the desire to behave in a certain way in the workplace (Sundararajan and Mohammed, 2024; Sundararajan and Mohammed, 2024). Extrinsic rewards like performance bonuses, recognition programs, and career advancement opportunities are very essential in motivating employees, especially in the banking setting like UBA.

2.1.4 Factors Influencing Employee Performance

The performance of employees is influenced by both an individual, organizational and environmental factors. Skills, competencies, experience, and motivation constitute individual factors that define the ability and the desire of the employees to do a good job (Muntaka, Aliyu, and Mohammed, 2025). Leadership, management practices, resource availability, and work environment are some of the organizational factors that greatly determine how employees use their skills and knowledge to meet the objectives (Dandawaki, Dandawaki, and Mohammed, 2025). There are also external and contextual elements, such as technological innovations, competition in the industry and socio-economic environments, which are essential in influencing the performance outcomes (Adepoju, Mohammed, and Thomas, 2025). As an example, staff members working in industries that are technologically dynamic have to embrace new technology fast, and it might boost the effectiveness or hinder it based on the extent of assistance and training (Sundararajan and Mohammed, 2024). Additionally, strategic human resource management practices such as talent management, employee development, and performance appraisal systems have been demonstrated to mediate the relationship between motivation and performance indicating the significance of organizational interventions in maximizing employee performance (Sundararajan, Muhammed, and Senthil Kumar, 2024). These factors are critical to understanding how to come up with a conceptual framework that will connect motivation to employee performance especially in service-oriented industries such as banking. Banks are able to develop high-performance environments and ensure low turnover and competitive advantage through the combination of intrinsic and extrinsic motivational dimensions and organizational and contextual factors (Sundararajan and Mohammed, 2023; Sundararajan and Mohammed, 2024).

2.2 Theoretical Framework

Theoretical framework of the proposed study gives the background to the comprehension of the correlation between motivation and performance of

employees. It uses the available motivation theories which describe the impact of various factors on the behaviour and productivity of employees as a part of an organisation. This paper can create a theoretical prism to examine the connection between intrinsic and extrinsic motivation and employee performance in United Bank of America (UBA), Kano State, by combining Herzberg Two-Factor Theory, Maslow Hierarchy of Needs, and Expectancy Theory.

2.2.1 Herzberg's Two-Factor Theory

In his Two-Factor Theory, Herzberg differentiates between the hygiene factors and motivation factors at the work place. Hygiene factors like salary, job conditions and company policies cannot and do not necessarily motivate, but motivators like recognition, achievement and career advancement actively induce increased performance and job satisfaction (Herzberg, Mousner, and Snyderman, 1959). When applied to UBA, hygiene factors would help to maintain the stable working environment of the employees, whereas the motivators will help to engage them, become more innovative, and achieve better outcomes at work. Such a difference will allow the management to know what interventions can lead to the lower level of dissatisfaction compared to those that actually increase motivation and productivity.

2.2.2 Maslow's Hierarchy of Needs Theory

The Hierarchy of Needs Theory is a theory of motivation involving human actions that is based on a series of needs, beginning with physiological and safety needs to social, esteem, and self-actualization needs (Maslow, 1943). Employees need to obtain a basic level of security and pay before the other higher needs like recognition, achievement and professional development can affect their performance at the workplace. To the banking industry, using this framework, UBA can make sure that the basic needs of employees are addressed and at the same time provide career advancement and personal development opportunities to enhance motivation and performance.

2.2.3 Expectancy Theory

Vroom (1964) proposed the Expectancy Theory that describes the motivation as a product of the expectation of the individual that the individual effort will be compensated by performance, the performance will be rewarded by the consequences and the worth of the consequences. When the employees feel this clear connection between their efforts, performance results and the rewards they appreciate then the employees are driven. This theory especially applies in the banking sector whereby employees are supposed to achieve certain performance standards, and the rewards like promotions, recognition or bonuses reinforce the efforts that the employees make. UBA will be able to improve employee engagement and productivity by matching performance expectations with meaningful rewards.

2.2.4 Relevance of Theories to the Study

It is possible to combine these theories to create a

complete perspective on employee motivation and performance. Herzberg theory separate the basic work conditions and motivators that enhance performance, Maslow focuses on the sequence of needs that motivate behavior and Expectancy Theory focuses on the value of the perceived relations of effort-outcome. The combination of the two informs the conceptual framework of this study and informs the exploration of intrinsic and extrinsic motivation factors and their impact on employee performance in UBA, Kano State. This multidimensional viewpoint makes sure that human and organisational elements are been looked at in the realization of the performance outcomes.

2.2.5 Theoretical Framework Diagram

The following diagram features the theoretical model of the relationship between employee motivation (intrinsic and extrinsic) and employee performance combined with hygiene and motivator factors and hierarchical needs and expectancy outcomes.

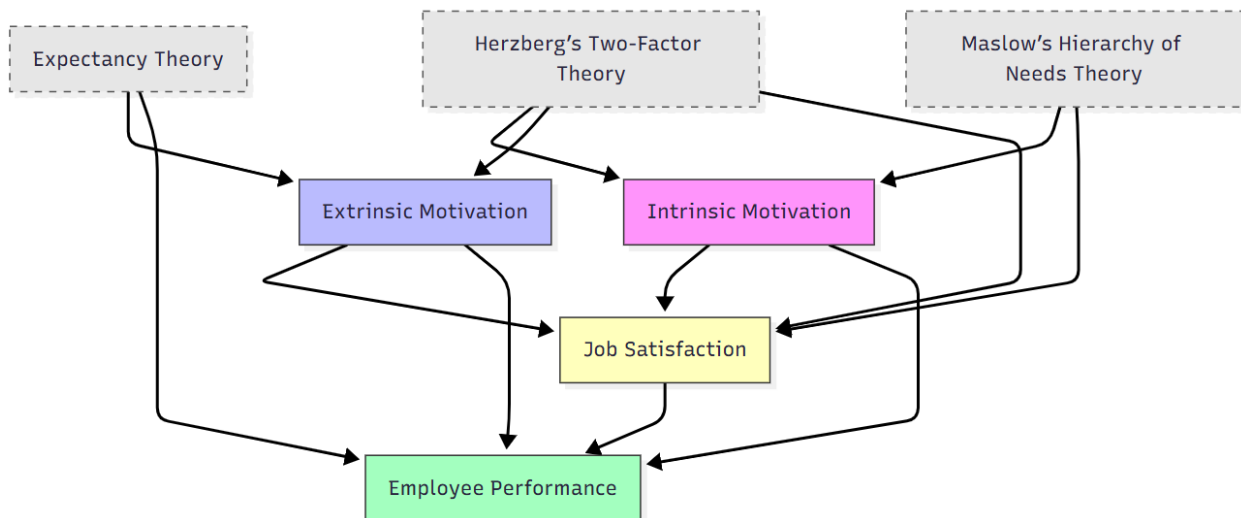


Figure 2.1: Theoretical Model of Employee Motivation and Performance

Figure 2.2 shows the theoretical framework of the relationships between intrinsic motivation, extrinsic motivation, job satisfaction and employee

performance based on the Two-Factor Theory by Herzberg, Hierarchy of Needs Theory of Maslow and Expectancy Theory. As the framework indicates,

intrinsic and extrinsic motivation are affected by these motivational theories, and they are major determinants of job satisfaction and employee performance. The Two-Factor Theory by Herzberg allows to understand how workers are satisfied in accordance with the motivator and hygiene factors whereas the Hierarchy of Needs Theory by Maslow allows to remember the importance of the fulfillment of the psychological needs and the higher-order needs as the precondition of the intrinsic motivation and the satisfaction. The Expectancy Theory also suggests the increased performance that occurs when employees expect to get rewarded with things that they value. Job satisfaction has been placed as a mediating variable enhancing the influence of both intrinsic and extrinsic motivation on employee performance and therefore forms a logical theoretical basis of studying motivation-performance relationship in the study.

2.4 Empirical Review

The empirical review summarizes the earlier research on the relation between employee motivation and performance and brings out the trends, intervening variables, and finds in various settings. Motivation has been demonstrated to affect the involvement of the employees, their productivity, and the overall performance of the organization. Intrinsic and extrinsic motivators are very crucial in employee behavior, commitment and performance of employees in different industrial settings such as banking, manufacturing and service industries. Various research works in the banking industry in Nigeria have also exhibited the existence of positive relationship between staff motivation and performance. Alase and Akinbo (2021) indicated that monetary and non-monetary rewards are effective in enhancing job performance among employees in the top management of banks, indicating that a properly designed reward system increases commitment and performance. On the same note, Adeola and Adebisi (2016) found out that extrinsic rewards, including financial rewards and promotions, have a strong correlation with employee performance in Nigerian commercial banks. The same authors (Akinsola, Saidu, Muritala, and Bakare, 2023) discovered that performance depends on salary satisfaction, working

conditions, training and development programs positively, and employee recognition mediates the relationship to some extent. Fidelity Bank in Enugu and Central Bank of Nigeria (Awka Branch) were also able to show that all-inclusive motivation packages such as intrinsic and extrinsic elements result in substantial gains in employee output and injected interest. These results confirm that motivation is a decisive factor of organizational performance in the Nigerian banking sector (Shanmugam Sundararajan et al., 2024; Mohammed, Shanmugam, Subramani, and Pal, 2024).

Research on intrinsic motivation specifically has shown that intrinsic motivation has a significant effect on engagement and long-term performance. Sulistamtama, Setiawan, and Yuniawan (2024) indicated that employees that find satisfaction in personal development, mastery, and success show greater innovation and perseverance in their work. On the same note, Fakai (2022) concluded that intrinsic motivation, including self-improvement and recognition, plays an important role in promoting employee performance in commercial banks in Nigeria. Hamid and Khajar (2025) noted that intrinsic motivation is more enhanced by leadership and organizational support resulting in better performance in government agencies showing that motivation factors at the internal level are effective in both the private and the public organizations. These results show that companies that inculcate intrinsic motivation by developing skills, allowing autonomy, and learning can attain long-term performance gains. The extrinsic motivation has also been widely investigated with much emphasis being laid on the importance of material incentives like the remuneration, promotions, allowances and benefits. The results of the study by Wulansari and Mundakir (2025) revealed that extrinsic motivation has a positive and significant effect on the performance of employees in healthcare organizations, and salary and bonus have a significant share in performance variance. According to Yasin et al. (2023) and other researchers conducting their research on the Nigerian banking environment, incentives, work facilities, and recognition programs have played a significant role in promoting employee performance. Employees will respond regularly when they see a definite

relationship between efforts and physical incentives, which are in line with the provisions of the Expectancy Theory (Vroom, 1964). Combining intrinsic and extrinsic motivation, the employees are guaranteed to be engaged in the work process and properly rewarded to achieve increased productivity and reduced turnover (Adeola and Adebisi, 2016; Alase and Akinbo, 2021).

The motivation-performance relationship is also supported by international studies. Indicatively, Qulsum and Kadir (2024) showed in Indonesia that the intrinsic motivation and compensation jointly explain a large portion of the variance in employee performance whereas Hamid and Khajar (2025) showed that the intrinsic motivation mediates the impact of leadership on employee performance in the public institutions. All these findings point towards the fact that motivation is multidimensional and intrinsic and extrinsic aspects of motivation determine performance in any field, region, and organizational setting. The medating and moderating effects patterns are also noted in the given empirical evidence. Mediators that often exist between motivation and performance are recognition, job satisfaction, leadership and organizational support, proving that the results of the employees are influenced by the interactions between personal, organizational and environmental factors. These mediators are especially appropriate in the banking industry, where the level of customer expectations, the changes in technology, and the competition force are rather high and the strategic human resource interventions are also critical (Sundararajan, Mohammed, and Senthil Kumar, 2024). The analyzed empirical literature, in general, proves that intrinsic and extrinsic motivation of employees is an important determinant of performance. When organizations have comprehensive motivational programs, and align rewards with expectation of the employees and provide conducive working environments, chances are higher that such organizations will have high levels of employee engagement, improved productivity and long-term organizational success. These results offer a solid background to the idea of framing the framework of this research, which connects the motivation with the performance of employees in UBA, Kano State.

2.4 Research Gap

Although much has been studied concerning employee motivation and performance, there exist a number of gaps that would warrant the current research. To begin with, the contextual information on motivational processes within a particular setting of a commercial bank is restricted by the fact that much of the empirical data used in Nigeria is rather general on commercial banks and does not examine specific institutions such as UBA or Kano State (Alase and Akinbo, 2021; Adeola and Adebisi, 2016). Second, there is very little research that offers a cohesive perspective on the interaction between intrinsic and extrinsic motivations to impact performance, and much of the research on these dimensions focuses on individual aspects instead of integrating both factors in a study (Sundararajan, Mohammed, and Lawal, 2023).

Third, the mediating aspect in motivation-performance relationship has been overlooked in the existing studies. Potential mediators that are yet to be examined within the framework of operations at UBA include recognition, career development, and job engagement (Fakai, 2022; Hamid and Khajar, 2025). Fourth, much of the research out there is quantitative and thus there is not much insight into qualitative or conceptual terms that can provide a clear picture of the underlying psychological and organisational processes that contribute to employee performance. The identified gap highlights the necessity of a theoretical investigation that would combine theory and evidence and construct a context-dependent theory of employee motivation and employee performance at UBA, Kano State. Lastly, the fast-growing pace of change in the banking industry, such as the adoption of digital banking and AI-based operations, generates new motivational issues that will not be adequately considered by past research (Mohammed, Shanmugam, Subramani, and Pal, 2024). Sealing these gaps, the current research has a contribution to the academic and practical management strategies and offers a sound foundation of the improvement of the engagement, satisfaction, and performance results of the employees.

2.5 Model of the Study

The theoretical framework of this paper combines the essential aspects of motivation in employees which are intrinsic and extrinsic with the employee performance with the possible mediating variables like job satisfaction and organizational support. Intrinsic motivation involves such aspects as personal development, accomplishment, and free will whereas extrinsic motivation involves money, promotions, and appreciation. Job satisfaction is a mediating factor that converts motivation factors into performance results. The model is based on the Two-Factor Theory of Herzberg, Hierarchy of Needs by Maslow and Expectancy Theory that offers a multidimensional approach to the role played by

motivation in influencing performance. The framework depicts that intrinsic and extrinsic motivators have an immediate and indirect impact on the performance and job satisfaction, respectively, as the interaction between personal and organizational aspects determines the outcomes of the employees. The model specifically applies to UBA, Kano State because it situates the motivational strategy in a Nigerian banking setting and takes into consideration the cultural, organizational, and economic factors. The model facilitates the study of motivational processes by giving a systematic conceptualization, which can be utilized by managers to determine ways to enhance employee engagement, productivity, and organizational efficiency as part of managerial interventions.

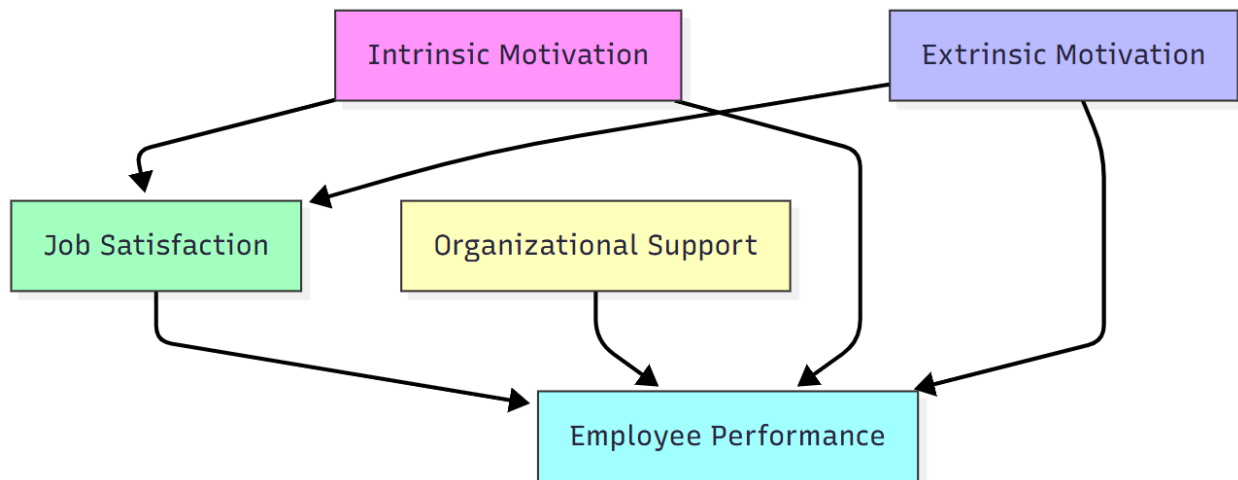


Figure 2.2: Proposed Conceptual Model of Employee Motivation and Performance

Figure 2.3 represents conceptual model which shows relationship existing between the intrinsic motivation, extrinsic motivation, organizational support, job satisfaction and performance of employees. It is indicated by the model that intrinsic motivation and extrinsic motivation have a direct effect on job satisfaction affecting employee performance, which means that job satisfaction mediates the effects of motivation. Besides that, intrinsic and extrinsic motivation have direct impacts on employee performance which implies that

employees can work effectively even when they are not satisfied to the required level. It is also indicated that organizational support directly affects employee performance and therefore, supportive policies, resources, and practices by management are important in improving employee outcomes. All in all, the framework has shown that the performance of the employees can be influenced by a mix of motivational factors, job satisfaction, and organizational support which gives the paper a systematic way of analyzing the relationships.

3.0 Research Methodology

The proposed research follows a conceptual research design, whereby the qualitative analysis will be used to identify how employee motivation relates with employee performance at United Bank for Africa (UBA), Kano State. Conceptual research focuses on the theoretical and analytical elaboration of constructs, relationships, and structures, as opposed to the collection of primary data. In this manner, qualitative synthesis of the existing literature, theories, and empirical evidence is possible, creating a strong comprehension of the role the intrinsic and extrinsic motivation factors play in employee performance in banking settings (Mohammed, Shanmugam, Subramani, and Pal, 2024). The methodology will entail a comprehensive review of the secondary sources, which include peer-reviewed journal articles, books, conference proceedings and authentic online publications in the area of employee motivation, performance and organizational behavior. The conceptual framework is informed by relevant theories like Herzberg Two Factor Theory, Maslows Hierarchy of Needs, and Expectancy Theory. Empirical data is examined in a systematic manner to determine patterns, gaps, and contextual forces that affect employee motivation and performance, especially in the context of the Nigerian banks (Sundararajan, Mohammed, and Lawal, 2023; Fakai, 2022).

The qualitative, analytical approach is used to explain the associations between intrinsic and extrinsic motivational variables and employee performance results. It is through critical synthesis, comparison and evaluation of findings in various studies with an aim of coming up with a coherent conceptual framework. To give an in-depth study of the dynamics that affect employee performance, mediating and moderating variables (job satisfaction and organizational support) are also analyzed in the study. Lastly, conceptual methodology will make sure that the facts about theory and empirical evidence are blended into a practical and contextual approach to UBA, Kano State. Working based on qualitative synthesis as opposed to quantitative measurements, the study offers sufficient evidence-based information on the underlying mechanisms of employee motivation, which can serve as strategies

by managers to improve employee engagement, satisfaction, and performance outcomes in banking institutions.

4.0 Findings of the Study

The results of this conceptual study are based on synthesis of the available literature, theories, and empirical studies to give a comprehensive picture of the impact of employee motivation on the performance at United Bank for Africa (UBA), Kano State. The discussion revolves around the intrinsic and extrinsic motivation and their combination and correspondence to theoretical and empirical evidence.

4.1 Conceptual Findings on Intrinsic Motivation and Employee Performance

1. Personal Growth Enhances Engagement: Intrinsic motivation, which refers to the possibility of personal development, studying, and skill acquisition, has a positive impact on employee engagement and productivity. Employees having a sense of autonomy and significant skill growth will be more likely to show increased performance levels.

2. Achievement and Recognition Drive Productivity: When employees are motivated by achievement and internal recognition, they put more effort and devotion in order to achieve better performance results in banking activities. Recognition inculcates psychological satisfaction that helps to uphold long-term performance.

3. Autonomy Promotes Innovation: Employees should be given freedom and the ability to make decisions, which is the control over the tasks to be performed, and thus innovative behavior and initiative to solve a problem will be promoted, which will ultimately result in the overall performance of the organization.

4. Career Development Encourages Retention: Intrinsic motivation in terms of career progression, professional growth and acquisition of skills is associated with increased employee retention and performance stability and minimize turnover-related service delivery interruptions.

4.2 Conceptual Findings on Extrinsic Motivation and Employee Performance

1. Financial Rewards Enhance Output: Well-paid employees, bonuses, and allowances have always been associated with high employee performance, especially when it comes to meeting quantitative goals in banking operations.

2. Promotion Opportunities Drive Commitment: Workforce experience a perception of fair and transparent promotion procedures will drive employees to their optimum, create consistency between personal targets and organizational objectives.

3. Recognition Programs Improve Job Satisfaction: Awards, certificates, and recognition by the general public enhance and improve morale and stimulate employees to perform at high levels.

4. Work Environment Influences Motivation: Extrinsic motivational factors that have direct effects on employee performance and performance include sufficient work facilities, supportive supervisory, and organizational resources.

4.3 Integrated Discussion of Findings

Conceptual findings are that intrinsic and extrinsic motivation areas are mutually dependent in determining the performance of employees. Intrinsic motivation encourages involvement, creativity and retention whereas extrinsic encourages hard work and adherence to organizational objectives. The two dimensions are intermediated by job satisfaction and organizational support, which have a synergistic effect on performance outcomes. Also, an intertwining of motivational elements indicates the relevance of the personal and organizational goals convergence. When their internal desires are reinforced with material rewards and recognition, the employees tend to deliver optimally. It is further implied in the findings that the effectiveness of motivational strategies depends on contextual factors, including cultural and organizational practices in the banking industry of Nigeria.

Moreover, the intrinsic and extrinsic factors are going to interact with the organizational policies and

leadership practices to form the whole performance environment. As an example, autonomy and recognition when combined with fair pay and encouraging supervision result in greater productivity and engagement compared to either of the two factors alone. This holistic approach highlights why integrated motivation strategies in banking institutions should be balanced and holistic. Last, the results have shown that motivation is not universal. Differences in personal needs, role expectations, and career aspirations require individualized motivational interventions that will result in uniform performance gains among all the categories of employees at UBA.

4.4 Alignment of Findings with Existing Theories and Empirical Studies

The results of the present research are quite consistent with the Two-Factor Theory developed by Herzberg that introduces the distinction between hygiene factors (extrinsic motivators) and true motivators (intrinsic factors) and emphasizes on the joint impact of both on the level of satisfaction and performance of the employees (Herzberg et al., 1959). The results also reflect the Hierarchy of Needs Theory developed by Maslow, in the sense that employees who gave in to the basic needs of financial security (extrinsic) tend to go up to the higher level needs (intrinsic) such as recognition and self-actualization which show the deep influence of motivation to performance (Maslow, 1943). This is yet another confirmation of Expectancy Theory (Vroom, 1964) because, the conceptual results indicate that the perception of the employees towards the relationship between effort and rewards plays a significant role in determining their performance. Extrinsic rewards, recognition and promotion opportunities cement this connection with intrinsic satisfaction cementing the motivation-performance channel.

These theoretical alignments are backed by empirical studies reviewed. The analysis of Nigerian banking demonstrates that intrinsic and extrinsic motivation is always able to improve performance, and the effectiveness of such motivation principles is universal. On the whole, the conceptual results are

highly consistent with the existing motivational theories and empirical evidence, which forms a powerful framework of studying the influence of motivation on the performance of the employees in UBA, Kano State.

5.0 Recommendations of the Study

The study provides both practical and theoretical recommendations based on the conceptual results of how intrinsic and extrinsic motivation affect the performance of employees of United Bank for Africa (UBA), Kano State. The recommendations will help managers, policymakers and the bank itself to develop effective motivational strategies in order to improve employee engagement, productivity and organizational success.

5.1 Managerial Recommendations

- 1. Enhance Intrinsic Motivation:** Managers are advised to focus on employee development to enhance personal growth and innovation by training them, mentoring them, and developing new skills.
- 2. Implement Recognition Programs:** Employees can be motivated to perform long-term through regular recognition of their attainment, both formally and informally.
- 3. Promote Autonomy:** Allowing employees to make decisions in their jobs contributes to increased creativity, problem-solving, and responsibility, which will result in increased productivity.
- 4. Maintain Clear Communication:** Managers must provide clear communication, in terms of expectations, rewards, and organizational objectives, to reinforce the connection between employee output and performance results.

5.2 Policy Recommendations

- 1. Design Comprehensive Reward Systems:** The policy must combine both intrinsic and extrinsic rewards to attract talent, such as performance-based bonuses, career growth and development programs.
- 2. Institutionalize Job Satisfaction Measures:** The

organizational policy must regularly measure the satisfaction of employees with the aim of determining areas that require enhancement and make relevant changes in motivational strategies.

3. Support Work-Life Balance: Flexible working schedules, wellness programs, and management of leaves will help decrease burnout and improve performance.

4. Foster a Culture of Recognition: The policy frameworks must incorporate recognition of all the efforts made by employees to maintain motivation and engagement at all the levels within an organization.

5.3 Recommendations for United Bank for Africa (UBA), Kano State

- 1. Implement Customized Motivation Packages:** UBA needs to embrace individualism approach to motivation that takes into account the needs and career interests and performance of the employees to create the best engagement and performance.
- 2. Leverage Technology for Employee Engagement:** AI-based feedback, performance dashboards, and digital tools can allow employees to receive recognition in time, track performance, and be more motivated.
- 3. Provide Career Development Opportunities:** UBA must also put in place organized plans of career progression such as mentorship, career development training and succession planning that ensure the cultivation of intrinsic motivation.
- 4. Strengthen Organizational Support:** The adequate resources, working conditions, and supportive management practices will help the employees work to the best of their ability and experience the highest degree of motivation.

5.4 Suggestions for Future Research

- 1. Empirical Validation of Conceptual Model:** Future research ought to carry quantitative tests to test empirically the relations mentioned in the conceptual framework of intrinsic and extrinsic motivation on performance.

2. Cross-Institutional Comparisons: The study may conduct cross-institutional comparisons to study the motivational dynamics within various banking institutions in Nigeria in order to evaluate both context specific and generalizability of results.

3. Longitudinal Studies on Motivation: Future studies are advised to adopt longitudinal studies to determine how employee motivation and performance change over time especially in relation to any changes and technological integration of an organization.

4. Exploring Mediating and Moderating Variables: Future research can examine other possible mediators, including organizational culture, leadership styles, or employee engagement, and moderating variables, including age, gender, and tenure, to learn more about the motivation-performance relationship.

6.0 Conclusion

This study offers an inclusive conceptual discussion of effects of employee motivation on employee performance in United Bank for Africa (UBA), Kano State. Through a literature review, theoretical concepts, and empirical evidence, the research proves that intrinsic and extrinsic motivation factors are significant factors that determine employee engagement, productivity, and general organizational performance. Personal development, autonomy, recognition and achievement are intrinsic motivators that drive employees to give full commitment to their roles whereas financial rewards, promotions and supportive work environments are extrinsic motivators that underpin performance results. A combination of these motivational dimensions through the mediation of job satisfaction and organizational support forms a holistic approach to comprehending the dynamics of performance in banking institutions.

6.1 Summary of Key Conceptual Insights

The most important conceptual implications are that intrinsic motivation supports innovation, self-directed learning, and long-term involvement

whereas extrinsic motivation supports compliance, effort, and goal achievement mostly. Workers who feel that their personal goals and organizational rewards are aligned are likely to portray improved performance. The results also indicate the synergistic impact of intrinsic and extrinsic factors in which suitable combination of skill development, recognition and tangible rewards leads to more performance results than either of the above factors separately. In addition, the intermediaries of organizational support and job satisfaction are important, which is why it is important to provide a conducive atmosphere at the workplace that promotes individual and professional growth. These facts highlight the importance of motivational strategies characterized by balancing and related to the needs of employees and the objectives of an institution.

6.2 Theoretical and Managerial Implications

The study supports the applicability of the existing motivational theories in interpreting employee performance, such as the Two-Factor Theory by Herzberg, the Hierarchy of Needs by Maslow, and Expectancy Theory. The model proposed by Herzberg focuses on the idea that intrinsic factors lead to satisfaction with the job and engagement in the long-term, and hygiene factors, which are extrinsic factors, help to avoid dissatisfaction and sustain the minimum performance. The theory by Maslow depicts the way in which employees can advance in their developmental needs with the most fundamental ones, including the monetary needs, to the more advanced ones, including recognition and self-actualization, which are in direct correspondence with the conceptual results of this study. The Expectancy Theory can also be seen, since the perception of employees towards linking effort and reward makes a significant contribution to the motivation and performance outcomes. Managerially, these theoretical congruency points put more emphasis on the need to formulate strategies that incorporate intrinsic and extrinsic motivators. Managers should design skill development, recognition, and career growth programs besides providing competitive salaries and conducive working conditions. Open

communication, inclusive decision-making and rewarding them in a timely manner are crucial towards strengthening motivation and maximizing performance outcomes. These implications imply that efficient human resource management practices can have a direct positive impact on the productivity and sustainability of organizations in the banking industry.

6.3 Final Reflections on Employee Motivation and Organizational Performance

Employee motivation is a multidimensional measure that has a direct impact on performance, engagement and organizational effectiveness. The conceptual analysis shows that intrinsic factors alone, as well as extrinsic factors alone would not be enough to maximize the output of employees, but a synergistic approach of both of them with job satisfaction and organizational support as a mediator would be crucial to ensure the achievement of maximum output. In case of UBA, Kano State, this implies that long-term productivity and retention improvement are achievable through strategic investment in staff development, recognition schemes, incentives to be paid based on performance, and favorable management practices. In addition, the analysis reveals that motivation of employees is relative, and it can be affected by organizational culture, economic status and personal ambitions. These contextual factors must be taken into account by the managers and policymakers who intend to design interventions to boost motivation. Creating a work environment in which employees feel appreciated, encouraged and justly compensated means that companies can attain greater engagement, innovation, and competitive edge. Finally, the lessons of this conceptual research give a solid basis of future empirical studies, innovative interventions, and strategic human resource management in order to maximize the performance of all the employees and the success of the organization.

References:

1. Abdulrasheed, A. A., Auwal, M. M., & Mohammed, A. (2025). Impact of the software

ecosystem (ROS) on accelerating entrepreneurship. *GAS Journal of Economics and Business Management (GASJEBM)*, 2(12), 71–89.

2. Abdulrasheed, A. A., Mukhtar, I. M., & Mohammed, A. (2025). Investigating the impact of internet and social media applications on entrepreneurial performance. *GAS Journal of Economics and Business Management (GASJEBM)*.
3. Abubakar, H. M., Bala, H. M., & Mohammed, A. (2025). Impact of infrastructural deficiencies on the organizational performance of manufacturing firms in Kano Metropolis. *ISA Journal of Business, Economics and Management (ISAJBEM)*, 2(6), 93–110.
4. Adeola, M. M., & Adebisi, S. O. (2016). Employee motivation, recruitment practices and banks performance in Nigeria. *International Journal of Entrepreneurial Knowledge*. <https://doi.org/10.37335/ijek.v4i2.48>
5. Adepoju, A. A., Mohammed, A., & Thomas, A. O. (2025). The impact of emerging computing technologies on the growth of technology entrepreneurship. *ISA Journal of Business, Economics and Management*, 2(6). <https://isapublisher.com/isajbem/>
6. Akinsola, T., Saidu, H., Muritala, T., & Bakare, A. (2023). Effect of motivational strategies on employee performance in Nigerian commercial banks. *Open Journal of Social Sciences*. <https://www.scirp.org/journal/paperinformation?paperid=127757>
7. Alase, G., & Akinbo, T. (2021). Employee motivation and job performance: Empirical evidence from Nigeria. *Applied Journal of Economics, Management and Social Sciences*, 2(2), 16–23.
8. Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.
9. Ashok Kumar, M., Mohammed, A., Kalaiarasi, G., & Sundaravadivazhagan, B. (2024). *Entrepreneurial opportunities in industrial innovation: Human-machine interface (HMIs) to enhance user experience*. AAP (Apple Academic Press), Cambridge Scholars Publishing.

10. Ashok Kumar, M., Mohammed, A., Sumanth, S., & Sivanantham, V. (2025). Enhancing cybersecurity through federated learning: A critical evaluation of strategies and implications. In *Model Optimization Methods for Efficient and Edge AI: Federated Learning Architectures, Frameworks and Applications* (pp. 281–297).
11. Dandawaki, A. B., Dandawaki, U. B., & Mohammed, A. (2025). Impact of production process, design and line balancing on operational performance. *ISA Journal of Business, Economics and Management*, 2(6). <https://isapublisher.com/isajbem/>
12. Deci, E. L., & Ryan, R. M. (2017). *Self-determination theory: Basic psychological needs in motivation, development, and wellness*. Guilford Publications.
13. Fakai, A. A. (2022). Influence of intrinsic motivation on employees' performance in commercial banks of Nigeria. *Asian Journal of Sociological Research*, 5(1), 24–34.
14. Gagne, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), 331–362. <https://doi.org/10.1002/job.322>
15. Gagne, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), 331–362. <https://doi.org/10.1002/job.322>
16. Goni, K. M., Mohammed, A., Sundararajan, S., & Kassim, S. I. (2024). Proactive risk management in smart manufacturing: A comprehensive approach to risk assessment and mitigation. In *Artificial Intelligence Solutions for Cyber-Physical Systems* (pp. 139–164). Auerbach Publications.
17. Hamid, A., & Khajar, I. (2025). Employee performance improvement model through leadership and intrinsic motivation. *International Activa-Passiva Journal*.
18. Kumar, M. A., Mohammed, A., Raj, P., & Balasubramanian, S. (2024). Strategic management of intelligent robotics and drones in contemporary industrial operations: An assessment of roles and integration strategies. In *Artificial Intelligence Solutions for Cyber-Physical Systems* (pp. 264–285). Auerbach Publications.
19. Kumar, M. A., Mohammed, A., Raj, P., & Sundaravadivazhagan, B. (2024). Entrepreneurial strategies for mitigating risks in smart manufacturing environments. In *Artificial Intelligence Solutions for Cyber-Physical Systems* (pp. 165–179). Auerbach Publications.
20. Lawal, T. O., Abdulsalam, M., Mohammed, A., & Sundararajan, S. (2023). Economic and environmental implications of sustainable agricultural practices in arid regions: A cross-disciplinary analysis of plant science, management, and economics. *International Journal of Membrane Science and Technology*, 10(3), 3100–3114. <https://doi.org/10.15379/ijmst.v10i3.3027>
21. Luthans, F. (2002). *Organizational behavior* (9th ed.). McGraw-Hill.
22. Manoharan, A. K., Mohammed, A., Chelliah, P. R., & UdayaBanu, T. (2025). Digital transformation technologies: An entrepreneurial exploration for seamless integration. *Advances in Computers*, 139, 265–293. Elsevier.
23. Mohammed, A., & Sundararajan, S. (2023). Emerging trends of business transformation. *MSNIM Management Review*, 1, 36–44.
24. Mohammed, A., Kumar, M. A., Raj, P., & Sangeetha, M. (2024). Fortifying smart manufacturing against cyber threats: A comprehensive guide to cybersecurity integration, best practices, and frameworks. In *Artificial Intelligence Solutions for Cyber-Physical Systems* (pp. 180–205). Auerbach Publications.
25. Mohammed, A., Manoharan, A. K., Chelliah, P. R., & Kassim, S. I. (2024). Cultivating a security-conscious smart manufacturing workforce: A comprehensive approach to workforce training and awareness. In *Artificial Intelligence Solutions for Cyber-Physical Systems* (1st ed., p. 19). Auerbach Publications. <https://doi.org/10.1201/9781032694375>
26. Mohammed, A., Shanmugam, S., Subramani, S. K., & Pal, S. K. (2024). Impact of strategic human resource management on mediating the relationship between entrepreneurial ventures and sustainable growth. *Serbian Journal of Management*. <https://doi.org/10.5937/IMCSM24044M>

27. Mohammed, A., Shanmugam, S., Subramani, S. K., & Pal, S. K. (2024). Impact of strategic human resource management on mediating the relationship between entrepreneurial ventures and sustainable growth. *Serbian Journal of Management*.
<https://doi.org/10.5937/IMCSM24044M>
28. Mohammed, A., Sujatha, R., Kulaiarasi, G., & Sundaravadivazhagan, B. Leveraging incremental learning for agile entrepreneurship: A practical guide to continuous learning and adaptation in dynamic markets.
29. Mohammed, A., Sundararajan, S., & Kumar, S. (2024). Enhancing human-centered security in Industry 4.0: Navigating challenges and seizing opportunities. In *Artificial Intelligence Solutions for Cyber-Physical Systems* (pp. 214–235). Auerbach Publications.
30. Mohammed, A., Sundararajan, S., & Martin, P. (2024). Investigating reskilling and upskilling efforts in the information technology and software development sector: A case study of Kano State, Nigeria. *Journal of Educational Administration: Theory and Practice*, 30(5).
<https://doi.org/10.53555/kuvey.v30i5.3543>
31. Muntaka, A. B., Aliyu, I. A., & Mohammed, A. (2025). Effect of modern tools and machinery and facility layout on production effectiveness. *GAS Journal of Economics and Business Management*, 2(12).
<https://gaspublishers.com/gasjebm-home/>
32. Mustapha, A., Mohammed, A., & Lawal, T. O. (2025). Microbiological insights in the oil and gas industry: Management of bioremediation, enhanced oil recovery, and renewable energy. *Egyptian Petroleum Research Institute Journal*.
<https://doi.org/10.62593/2090-2468.1066>
33. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). *Human resource management: Gaining a competitive advantage* (11th ed.). McGraw-Hill Education.
34. Qulsum, L. N., & Kadir, K. (2024). The influence of intrinsic motivation and compensation on employee performance. *Electronic, Business, Management and Technology Journal*, 2(1), 43–55.
35. Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (18th ed.). Pearson.
36. Ryan, R. M., & Deci, E. L. (2017). *Self-determination theory: Basic psychological needs in motivation, development, and wellness*. Guilford Publications.
37. Shanmugam Sundararajan, S., Rajkumar, T., Senthilkumar, T., Mohammed, A., & Prince Martin, V. (2024). An analytical study on factors influencing individual investors' investment decisions on selecting private commercial banks at Kano City in Nigeria. *European Chemical Bulletin*, 12(1), 3706–3717.
38. Shanmugam Sundararajan, S., Rajkumar, T., Senthilkumar, T., Mohammed, A., & Prince Martin, V. (2024). An analytical study on factors influencing individual investors' investment decisions on selecting private commercial banks at Kano City in Nigeria. *European Chemical Bulletin*, 12(1), 3706–3717.
39. Sulistamtama, M. F., Setiawan, R., & Yuniawan, A. (2024). The effect of intrinsic motivation on employee performance: A systematic literature review. *Research Horizon*.
<https://doi.org/10.54518/rh.4.6.2024.409>
40. Sundararajan, S., & Mohammed, A. (2023). Exploring the dynamics of women's entrepreneurship: A conceptual analysis. *Bayero Business Review Journal*, 7(1).
41. Sundararajan, S., & Mohammed, A. (2024). A comparative study on gender equality and women empowerment in India vs Nigeria. *Scholarly Research Journal for Interdisciplinary Studies*, 42(67).
42. Sundararajan, S., & Mohammed, A. (2024). Disruptive dynamics and transformational opportunities: An in-depth exploration of e-commerce and online marketplaces. *ISAR Journal of Economics and Business Management*, 2(1), 1–4.
43. Sundararajan, S., Mohammed, A., & Lawal, T. (2023). Role of human resource management in the post COVID-19 era: Experiential study. *Bio Gecko: A Journal for New Zealand Herpetology*, 12(2), 3121–3127.
44. Sundararajan, S., Mohammed, A., & Lawal, T. (2023). Role of human resource management in the post COVID-19 era: Experiential study. *Bio Gecko: A Journal for New Zealand Herpetology*, 12(2), 3121–3127.

45. Sundararajan, S., Muhammed, A., & Senthil Kumar, S. (2024). A study on HR strategies for managing talents in a global perspective. *ISRG Journal of Economics, Business & Management*, 2(1), 15–21. <https://zenodo.org/records/10547775>
46. Sundararajan, S., Muhammed, A., & Senthil Kumar, S. (2024). A study on HR strategies for managing talents in a global perspective. *ISRG Journal of Economics, Business & Management*, 2(1), 15–21. <https://zenodo.org/records/10547775>
47. Wulansari, D., & Mundakir, M. (2025). The influence of intrinsic and extrinsic motivation on employee performance. *International Journal of Health and Social Behavior*. <https://doi.org/10.62951/ijhsb.v2i3.487>