IMPACT OF LEADERSHIP ON HR MOTIVATION

A Study of Travel Agencies in Kathmandu

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A Dissertation

By
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March,2023

CERTIFICATION OF AUTHORSHIP

I hereby confirm that I have researched and submitted the final draft of dissertation entitled Impact of leadership on HR motivation: A Case Study of Travel Agencies in Kathmandu. The work of this dissertation has not been submitted previously for the purpose of conferral of any degrees nor has it been proposed and presented as part of requirements for any other academic purposes.

The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of the dissertation.

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Anish Shrestha

Date: March, 2023

REPORT OF RESEARCH COMMITTEE

Mr. Anish Shrestha has defended research proposal entitled Impact of leadership on HR motivation: A Case Study of Travel Agencies in Kathmandu. The research committee has registered the dissertation for further progress. It is recommended to carry out the work as per suggestions and guidance of supervisor and submit the thesis for evaluation and viva voce examination.

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We have examined the dissertation entitled "IMPACT OF LEADERSHIP ON HR MOTIVATION   A Study of Travel Agencies in Kathmandu**.**" presented by Mr. Anish Shrestha for the degree of Master of Business Studies. We hereby certify that the dissertation is acceptable for the award of degree.

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Anish Shrestha
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ABBREVIATIONS

MBS	: Master of Business Studies
SPSS	: Statistical Package for Social Sciences
MBS	: Master of Business Studies
EM	: Employees Motivation
MT2N	: My Trip 2 Nepal
PP	: Performance Monitoring
RP	: Reward Performance
SP	: Succession Planning
MS	: Management Support
HR	: Human Resource

ABSTRACT

The researcher aimed to examine the Impact of Leadership on HR motivation at the travel sectors. Descriptive and analytical research design was used and primary data was collected from 51 employees of travel sectors. Inferential statistics was done on the variables. The qualitative and quantitative research methods through semi structured interviews and close ended questionnaires were analyzed to get an in- depth view about the problem. The result shows that performance planning, performance monitoring, reward, succession planning, and management support have a negative relationship with the dependent variable employee motivation, with the relationship being statistically insignificant for all three variables. HR motivation levels will fall when performance management, succession planning and managerial assistance are raised in an organization, as seen by the data presented above. Additionally, performance monitoring has a positive relationship with HR motivation, and it is statistically significant since the significance value is lower than the significance threshold. Rewarding performance has a positive relationship with employee motivation, and this relationship is statistically significant since the p value for this dimension is lower than the threshold for statistical significance

Keywords: Leadership, HR motivation, performance planning, performance monitoring, reward, succession planning

CHAPTER I

INTRODUCTION

1.1 Background of the Study

The dominant problem today is the issue of human resources and motivation for work. Human resources are one of the important components that must be managed properly so the work produces output in accordance with what is planned. Leadership as the ability to influence the group of people for goal achievement. That leadership is also one out of four functions which represent management process.

Leadership is the process of other co-workers, to work firmly in order to execute, complete, and fulfill important work tasks. Human resources need to be managed professionally to create a balance between the needs of employees, the demands and capabilities of the company's organization, and the importance of quality human resources for the progress of the company (Mappamiring et al, 2020).

This balance is the company's primary key to developing will contribute to organizational performance (Akob and Putra, 2020) it means that corporate member's behavior, both individually and in groups, provides power over organizational performance because motivation will affect organizational performance. The word lead according to the Webster dictionary means to guide on a way .Moreover, leader is defined as a person who leads and has commanding authority or influence.

Furthermore, leadership is described as a position as a leader of a group, organization, or an institution. The authority or ability to lead other people. The leadership is a method whereby an individual influences a team to achieve a common goal. Therefore, leadership is not only influence but also does not exist without influence.

Organizations believe that leadership ability brings valuable assets to their establishments thus improve growth and revenue. It shapes the organization strategies including their effectiveness. Besides that achieving organizational goals and objectives would not full fill the ambitions of the employees and keep them motivated. Therefore leaders have an essential and mutual responsibility of executing organizational goals and objectives from one side while assists employees to accomplish their personal goals and objectives.

Therefore leaders have an essential and mutual responsibility of executing organizational goals and objectives from one side while assists employees to accomplish their personal goals and objectives. Therefore (Naile, 2014), states that motivation and leadership are interacting with each other.

The relationship among leadership and motivation has been discussed widely in academic history in the past years. Most authors who have taken an attempt to define leadership have acknowledged the fact that leadership is an activity of influencing follower's behavior. Most researchers have to illuminate the significant relationship between leadership and employee motivation that have a positive or negative correlation with organizational performance. Further leadership styles aid organizations to achieve their goals and objectives effectively while bridging the gap between job performance and to organization rewards by ensuring employees have enough resources to complete their jobs.

1.2 Problem Statement

The dominant problem today is the issue of human resources and motivation for work. Human resources are one of the important components that must be managed properly so the work produces output in accordance with what is planned. Leadership as the ability to influence the group of people for goal achievement. That leadership is also one out of four functions which represent management process. Leadership is the process of other co-workers, to work firmly in order to execute, complete, and fulfill important work tasks. Human resources need to be managed professionally to create a balance between the needs of employees, the demands and capabilities of the company's organization, and the importance of quality human resources for the progress of the company (Mappamiring et al, 2020). This balance is the company's primary key to developing will contribute to organizational performance (Akob and Putra, 2020) it means that corporate member's behavior, both individually and in groups, provides power over organizational performance because motivation will affect organizational performance. The word lead according to the Webster dictionary means to guide on a way .Moreover, leader is defined as a person who leads and has commanding authority or influence. Furthermore, leadership is described as a position as a leader of a group, organization, or an institution.

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Research questions

Therefore, this research aims at closing existing knowledge gaps by attempting to offer a solution to the following question:

1. How leadership practice has done in sample organizations?

2. What is the impact of performance planning, performance monitoring, rewarding performance, succession planning and management support on employee motivation at sample organizations?

3. Which performance leadership factor impact most on employee motivation of sample organizations?

1.2 Objectives of the Study

The major objectives of the study is to examine the impact of leadership on motivation of employees in the sample organizations (travel agencies in Kathmandu).

1.3 Rationale of the study

The researcher's experience in the subject of study has been growing as a result of the research conducted. The other contribution of the study was the first and for the most part, the findings and recommendations of the study have been vital for human resource practitioners who design and administer employee's leadership to achieve organizational objectives and to tackle the problem regarding employee's performance appraisal and to motivate employees of travel sectors.

The findings and recommendations of the study have been vital for the human resource practitioners who design and administer employee's leadership to achieve organizational objectives and to motivate employees of travel sectors. The company's management and workers, also profit from the study since the results, conclusions, and suggestions made by the researcher assist to prevent de-motivation and malpractice in leadership, among other things. The study also benefits other researchers by serving as a reference or set of guidelines for others who want to undertake research on similar or related themes in order to come to a conclusion and make recommendations on the issues raised by this study.

1.4 Limitations of the study

Reach and every research has some limitations. Having outlined the objectives, problem statement and rationale of the study, following are some of the limitations of the study:

- The study is conducted among selected employees from sample organizations in Kathmandu, so result cannot be generalized.

- The study was done within the data collected among sample respondents in limited time period, data may be partially accurate.

- Study was based on primary data so, sometimes employees are not willing to disclose their personal information which may not give final result.

- Only limited number of analytical tools (statistical tools) were used in the study.

1.5 Chapter Plan

This research was organized in five chapters. The first chapter deals with introduction. This includes background, problem statement, objectives of the study, rationale of the study, limitations of the study and organization of the study. Chapter two consists review of literature. It includes theoretical review which include review of books and theoretical considerations similar to the topic and empirical review which include review of reports, journals etc. Third chapter explains the research methodology used in the study, which includes research design, sources of data, data collection procedures and methods of data analysis of etc. Fourth chapter explains the results and discussion. Within this chapter, many sub headings are included based on the nature of the availability of data. Chapter five consists with conclusion and implications of the study.

At last references and appendices were presented.

CHAPTER II

LITERATURE REVIEW

This chapter provides a theoretical review of the leadership theories focusing on the impacts of participative and impact of leadership on HR motivation, job satisfaction and innovations. Leadership serves as a dynamic force that inspires, motivates, and coordinates the efforts of the company organization toward a common goal. Leadership is the process of using one's actions to motivate others by leading, guiding, and influencing them to take action to accomplish a goal.

There may be a large amount of connected literature on the subject area; however, this part is limited to ideas that have been utilized in this specific study and earlier material that has been relevant to the issue. In general, there are three portions to this chapter. The first segment deal with the theoretical review, the second section dealt with the empirical review and the last section dealt with the identification of gaps.

2.1 Theoretical Review

The literature review on the research topic-Impact of Leadership on HR motivation at travel agencies depict and explore the supporting theories that are related to the research problem. At the same time, the definition to the concept of leadership has been examined and factors affecting leadership effectiveness are identified. (Youssef 2007) concludes that it is significant to interpret leadership as an expression for a specific theoretical process that causes change.

(Rozman 2017) expresses leadership as a result of one of the management functions; management exercise planned organization. Managing the workforce is vital in improving competence and performance through increased individual performance. Greenan and Lorenz, (2013) focused on the effect of performance appraisals on perceptions of organizational, market performance of the firm, and concluded that the single most significant variable affecting corporate performance was training and development, which is a role of leadership.

The evaluative purpose encompasses increment decisions, incentives, bonuses, and in long term promotion decisions, identification of poor performers, determination of termination, lay-off (Bohlander & Scott, 2010). Question often arising is how to motivate employees and therefore how to contribute to better enterprise functioning. Motivation is a key for high standards of business, for fostering creativity, creativity and innovation, for professional development of employees and for their retention in the enterprise.

The question of motivation refers to determining the factors and reasons that direct human behavior. With motivation employees' behavior is seeking to be influenced, they are encouraged to make the best efforts in performing their work tasks. Motivation responds to the question of why someone behaves in a certain way, why some employees are more committed, making more effort and achieving greater performance than others.

Understanding the motivation and behavior of employees enables managers to adequately plan actions for guiding employee behavior towards achieving the desired organizational objectives. Valuing work and rewarding the employees' and managers' performance is crucial for the short-term, long-term and project effectiveness of each enterprise.

 Reliable employees who are satisfied with their job are prepared to make greater efforts and to perform more efficiently their work tasks. (Rizwan 2014) state that employees' satisfaction plays a key role in evaluating the success of the organization. The overwhelming satisfaction of employees is crucially important because it is crucial for the business success of each organization. This is a basic need for companies to understand what employees want. Therefore, exploring and to identifying areas of motivation became activities of high importance for enterprise management. People are different and have different needs, interests and desires; each employee has their own set of motivators and incentives.

Their knowledge enables managers to build an adequate reward system that will motivate employees and direct their behavior towards the successful achievement of the organizational objectives as well as the individual goals of the employees.

Employee satisfaction is an integral part of the work quality within all organizations because based on attitudes of employees their behavior and their satisfaction, depends how they will do their job which has a direct impact on the organization's performance and success.

2.2 Empirical Review

The research was conducted in companies from Bosnia and Herzegovina in the period from October to December 2016. The research involved employees of companies from different industries and different sizes. In order to examine the motivation and satisfaction of the employees with their job, a questionnaire was designed and developed for this purpose. Respondents' full anonymity was ensured in this research conducted. The respondents were not obliged to sign the questionnaires and after completion the questionnaire were deposited in the special box prepared. The first part of the questionnaire was aimed at collecting socio-demographic variables of the respondents / employees (age, gender and qualification). The second part of the questionnaire contained 14 questions. The questions aimed at measuring satisfaction with certain motivation strategies and the job itself.

The task of the respondents, regarding the questions referring to measuring the satisfaction with certain motivation strategies and the job itself , was to mark their satisfaction level ranging from 1 (very dissatisfied) to 5 (very satisfied) on scale offered. Questions were designed to adequately cover different types of factors which are relevant for job satisfaction.

The research of (Akins 2019) is done on effective leadership for sustainable development by involving thirteen organizational leaders, executives, and business owners who are third year Doctoral students from the University of Phoenix in the USA. The study tried to identify leadership qualities required for effective leadership. In the process the leaders' showed as social, economic, or environmental problems affect their capacity to lead in the organization. As the same time, the result of the study identified ten effective leadership qualities essential for sustainable development.

These qualities are learn, empower, adapt, develop, engage, reflect, and sustain, humility, integrity, and practice. It study disclosed very interesting finding; identifying effective behaviors and unacceptable or ineffective leader behaviors. The effective leadership attributes rewarding, open appreciation by leaders for job well done, inspiring followers, supportive and considerate nature of leadership, showing sympathy and carrying for followers, looking all employees as one family is taken as major factor for the effectiveness.

(Muhammad Faisal et al 2021) conducted an empirical study of the staff members keeping in view of banking sector and data has been collected through questionnaire. Authors have established the relation between performance appraisal and work motivation which depends on leadership types used in Banking sector and transparency of the process of leadership, which is carried out are merely shared to employees only rating and appraisal letter is disseminated so therefore it impacts a downfall on employee engagement and employee gets demotivated if leadership cycle is not conducted transparently which results in turn over.

Authors have reached out a point that employee should be educated about performance appraisal method so that it can be more effective and plays a positive role in building future leaders and increase organization profitability and maintain a healthy culture in an organization. It is concluded that combination of 360-degree appraisal and Human Resource Cost Accounting method shall be implemented as a new appraisal methodology which can be successful in keeping employee retention and playing a positive role in organization goals and objectives.

If employees are not involved in financial benefit of an organization in that case, they have to convert impact of their performance which results in achieving organizational goals and objectives. (Tudor 2021) explored the impact of motivation on the overall performance of a company and even if it complements the existing literature, it leaves room for future research opportunities on the topic discussed.

Authors also investigated the relationship between motivation and human resource management, analyzing whether it is important to treat each employee individually and consider that each person is different and has different needs or whether employees should be treated collectively, as a group.

The results were collected by analyzing various qualitative and quantitative data and by conducting comprehensive research in the most relevant research platforms, numerous books and official electronic resources related to employee motivation, performance management and evaluation. (Nabi 2017) found out how various motivational tools impacts the performance of employees and make them productive.

2.3 Conceptual Framework for the Study

This study maps the concept of intention to researchers have proposed the following conceptual framework. HR motivation is dependent variable while performance planning, performance monitoring, rewarding performance, succession planning and management support the leadership dimension are independent variables. The variables were retrieved from the empirical study of (Aydin 2018). Auther examined that the most critical think for an organization is to identify the candidate who can be good leaders as well as effective managers.

For them to be effective, it is very important that they should be self-motivated. The researcher reveled the impact of value oriented organizational culture and assessment of work environment on the employee attitudinal factor. Leadership is an important tool for effective management and HR employees in the banking sector. The performance of an organization is dependent upon the performance of its employees.

The success of an organization will therefore depend on its ability to measure accurately the performance of its ability to measure accurately the performance of its employees and use its objectivity to optimize them as a vital resource. Organizations must devise a practical framework for ensuring that performance evaluations on job satisfaction are perceived to be fair by employees.

The usefulness and fairness of performance evaluations are still debatable to this day. Human resource functions have relied on performance assessment interviews for decades, but there are limits to how much they can upgrade employee opinions, feelings, and motivation (Hussain, 2016).

Organizational leadership increases employee accountability and productivity. It is widely accepted that performance appraisals are a valuable human resource management tool that businesses use to measure and manage performance (Radebe, 2015).

Below figure, HR motivation is dependent variable and performance planning, performance Monitoring, reward performance, succession planning, management support are independent variables.

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┌──────────────────────────────┐                              ┌──────────────────────────┐
│ Leadership                   │                              │                          │
│ - Performance planning       │                              │      HR Motivations      │
│ - Performance monitoring     │         ──────────▶          │                          │
│ - Rewarding performance      │                              │                          │
│ - Succession planning        │                              └──────────────────────────┘
│ - Management support         │
└──────────────────────────────┘
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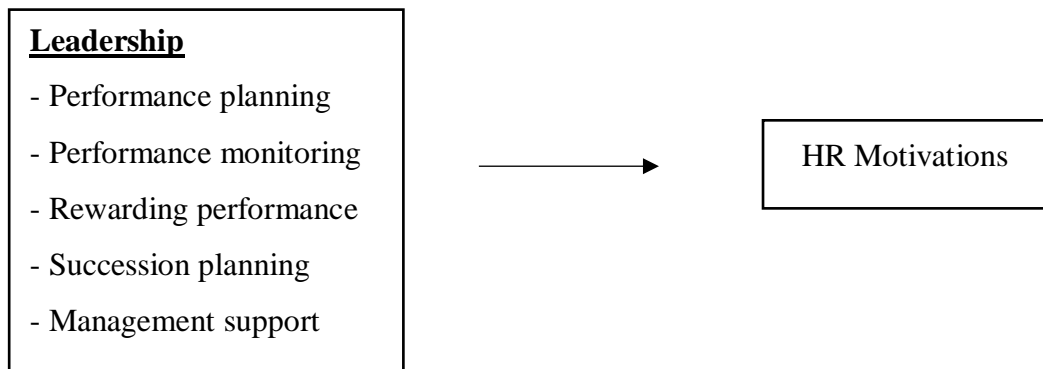
Figure 1 *Conceptual Framework*

2.4 Research Gap

As per the studies analyzed, performance appraisal systems are connected with increased staff motivation and productivity. With the substance of evidence in the literature study, HR motivation is likely to be determined by the practices of performance appraisal including performance planning, performance monitoring, rewarding performance, succession planning and management support. In a similar vein, the literature reveals that the majority of research conducted on Performance Management Systems and HR Motivation concentrated on a small number of factors such as rewards, compensation plans, and so on. Only a few research has been conducted in Nepal on the subject of performance appraisal and staff motivation in travel sector.

However, there was little information available on the impact of performance appraisal systems on employee motivation in travel sector.

As a result, this research attempted to close the knowledge gap that had been observed. Defines equity, expectancy, and goal-setting theories as the conceptual framework for performance appraisal.

It is worthy of note that a due attention should be also given to need-based and reinforcement theories as well as to intrinsic and extrinsic rewards. Researcher found evidence of a positive relationship between satisfaction and acceptance of Leadership outcomes with employee perceptions that their supervisors encouraged participation, assisted in goal setting and provided frequent feedback.

The success of the business organizations largely depends on the effectiveness and quality of the services that they provide to the customers. According to (Hussein 2016) employee's performance fundamentally depends on employee motivation, training and development, performance appraisal, employee satisfaction, compensation, job security, organizational structure among others.

Motivation of employees is to perceived to have positive impact on performance of organization, yet many organizations have not realize this, or they have but lack the capacity to implement it (Kemoh, 2016). From the research, it is found that the company has too many criteria and parameters that are present for conducting the performance appraisal of top level of employees. For organizations it simplifies the process of employees' performance assessment as well as group evaluation.

At the same time performance appraisal validates organizational methods of staff selection and motivation elements, and evaluates the effectiveness of implemented procedures as trainings, pay raises, promotions, system changes, etc. (Barker 2009) concluded that leadership as the process not just linked to the results but also connected to definite employee's behavior adopted in order to achieve established objectives. It also serves as a means of validating personnel selection and placement methods, means for recognizing and motivating workers, source of evaluating the effectiveness of organizational intervention such as training programmers, system changes, etc.

All of these definitions may be summarized as (Wang 2010) proposed that leadership is the process of measuring and evaluating employees' performance through information collection of individual job performance data within the company.

(Osabiya 2015) stated that various strategies that many organizations design to compete and achieve prosperity. Author focused on employee motivation determines any business success. (Mathis 2011) also separate development purpose of leadership.

Here emphasis is mostly directed towards employees' development through the training or planning functions. It includes administrative and informative areas of McGregor's concept and can be fully covered by them. Finally, motivational function may help to establish learning environment that motivates employees and directs them to performance improvement.

Moreover, (Levy 2004) stated that leadership as traditional concept is going to be broadened by including how rate's reacts towards performance appraisal. The researcher found that efficient communication, level of trust, leadership and accountability have positive and significant impact on employees' performance while intrapersonal skills and cohesiveness have no influence on employees' performance.

It concluded that there is a positive impact of employee motivation factors (employee participation, performance appraisal system, rewards, training, compensation and working environment) on organizational performance. Similarly, (Phina 2018) discovered the positive relationship between teamwork and employees' performance and significant influence on performance of the employees. In simple terms, motivation is an effort of individuals. People who are motivated are willing to exhibit a high level of effort in their daily work.

Their effort is conditioned by satisfying individual needs. But this would not be the same as related to a senior employee. They might be at a lower level of motivation compared to new recruitment. But with their experience, they could complete their day to day work without any complications.

In that case, leaders should identify that motivation is one attribute for employee performance. But it is not all about employee motivation that contributes to employee performance. There are other factors like a person's ability to handle the task is also important (Schaffer, 2008).

Also, leader and supervision role has a huge role in inside the organization to make employees motivated. Goal setting theory has been an outcome of this result. Establishing reasonable and challenging goals can lead to a motivating and energetic business environment.

But it is not all about employee motivation that contributes to employee performance. There are other factors like a person's ability to handle the task is also important Schaffer, (2008). Also, leader and supervision role has a huge role in inside the organization to make employees motivated.

Goal setting theory has been an outcome of this result. Establishing reasonable and challenging goals can lead to a motivating and energetic business environment. However, they emphasize that goals that are challenging can contribute to employees' self-efficiency.

CHAPTER III

RESEARCH METHODOLOGY

The purpose of the research is to find out the most frequently impact of leadership on HR motivation, a study of Travel agencies in Kathmandu. It examined the collection of leadership to assure which are most correlated that developing business. Collecting information can be either informally or through an accurate procedure. The method used in any research should be appropriate in order to address the research questions. For the purpose of this research, mixed methods approach of quantitative methods was used to collect data. Quantitative approach is used to test a hypothesis, measure the size of curiosity of interest and then generalize the results. A fair research philosophy and a logical approach are used. The research is carried out by examining current and appropriate literature to understand the concept of among leadership.

3.1 Research Design

A descriptive research design was adopted in form of survey, Stated that descriptive survey entails a science which observes and describes the behavior of a subject without interfering with it at all. It seeks to find out who, how, what, where and when about something in particular. It is a method employed in collecting data from targeted population respondents by use of questionnaires, interviews and observation schedule. The descriptive research design is used when researchers feel they have specific group of people who can define the main issues about the main determinants of the study. Participants of this survey were randomly selected. Random sample technique ensures equal opportunity to all target population to participate in the study, hence, more reliable results.

3.2 Population and Sampling

For selecting the mention population, the study used simple random sampling techniques which provide every item of population same and known chances of being nominated. The study has selected two travel agencies namely My Trip 2 Nepal (MT2N) and Kantipur Holidays.

The convenience sampling method as the researcher has an access to the firms making it convenient for collecting data by using survey has covered assistant level and middle level employees of the two travel agencies. Accordingly, it sampled 58 employees from the sample organization as the respondents of the study. Out of them, responses from 51 respondents were found to be useful. The target population of our study was the employees that are working in the travel agencies of Kathmandu. It indicated that a population is a group on which the researcher will focus. It stated that a population is a set of people, services, and elements, group of things, or households that are being investigated.

3.3 Sources of Data

Data collection methods are essential for conducting successful research because they enable researchers to collect data from various reliable sources. To complete the study task effectively, researchers conducted only primary research. A questionnaire-based survey with a sample size of 51 is used to collect data, and a simple random sample is used.

Moreover, the convenience sampling technique was also chosen for this thesis because of its capability to ensure that only relevant respondents are recruited into the study. Data was collected from a sample of employees from My Trip 2 Nepal (MT2N) and Kantipur Holidays, and it was done in December 2022. The questionnaire is the main source of collecting data. The questions developed to collect quantitative data. Data has been collected by applying the standard questionnaire.

Questionnaire has been adopted from the papers of . In questionnaire general questions are about gender, age, employment status, and education level. The researcher has used Liker scale of fifth continuum from 1 to 5. 1= strongly agree, 2=agree, 3= uncertain, 4=disagree and 5= strongly disagree in this questionnaire.

3.4 Data analysis plan

In this survey the data are collected from lower and middle level of the employees working in My Trip 2 Nepal (MT2N) and Kantipur Holidays as in travel agencies. A sample of 51 respondents of the sampled travel agencies enclosed for questionnaire regarding Impact of leadership on HR motivation.

A is survey based on questionnaire- with a sample size of 51 is used to collect data, and a simple random sample questions are used.

Regression Analysis

Regression analysis is a technique used to estimate impact of two or more variables on dependent variable. The linear regressions model was as follows

$$EM = \beta_0 + \beta_1 PP + \beta_2 PM + \beta_3 RP + \beta_4 SP + \beta_5 MS + \varepsilon i$$

EM = Employee Motivation

β_0 = Constant

β_1 = Regression of Coefficient

PP = Performance Appraisal

PM = Performance Monitoring

RP = Reward Performance

SP = Succession Planning

MS = Management Support

e_i = Error Terms

CHAPTER IV

RESULTS AND DISCUSSION

In this chapter, it provides systematic presentation and analysis of primary data used in the survey. To attain the objectives set by this study, the existing practices of different quantitative measures in travel sectors in Kathmandu and their impact of leadership on HR motivation have analyzed. The outcomes of the statistical analysis are presented along with the significant findings.

It also focus the four sections which are Response rate, background information of the respondents, performance appraisal, employee motivation and discussions of the findings. The collected data are tabulated analyzed by using financial and statistical tools such as SPSS, MS - Excel and so on.

4.1 Results

Among total sampled respondents, using simple random sampling method. Respondents are distribution by gender, age, education, experience and several statements on leadership and employee motivation which is presented below:

4.1.1 Demographic profile of respondents

The demographic details analyzed from respondent's response include the information regarding age, gender, leadership, HR motivation. The summary of demographic profile has been presented below.

4.1.2 Gender Profile of Respondents

Out of total sampled respondents, all are the travel sector who were chosen using simple random sampling method. Respondents are distribution by gender group is presented in Table 1:

Table 1:

Gender Profile of Respondents (My Trip 2 Nepal)

Gender	Frequency	Percent	Cumulative percent
Male	15	68.1	68.1
Female	7	31.9	100
Total	**22**	**100**	

From Survey 2022

Table 1 represents the gender profile of respondents of My Trip 2 Nepal Travel Company. Accordingly, to this table, approximately forty seven percent of the respondents are women employees of concerned travel sectors among sample organization. But Majority of the respondents are male because of their high representation in higher level position in travel sectors under study. The finding involve that both male and female participated in the study.

Table 2

Gender Profile of Respondents (Kantipur Holidays)

Gender	Frequency	Percent	Cumulative percent
Male	18	62.06	62.06
Female	11	37.94	100
Total	**29**	**100**	

From Survey 2022

Table 2 represents the gender profile of respondents of Kantipur Holidays Company. Accordingly, to this table, approximately forty eleven percent of the respondents are women employees of concerned travel sectors among sample organization. But Majority eighteen percent of the respondents are male because of their high representation in higher level position in travel sectors under study. The finding involve that both male and female participated in the study.

4.1.3 Respondents Age

Out of total sampled respondents, all are the travel sectors lead who were chosen using simple random sampling method. Respondents are distribution by age group is given in Table 3.

Table 3

Respondents Age (My Trip 2Nepal)

Respondents Age	Frequency	Percentage	Cumulative percent
18 to 25	9	40.90	40.90
26 to 35	6	27.28	68.18
36 to 45	3	13.64	81.82
46 and above	4	18.18	100
Total	**22**	**100**	

From Survey 2022

The feedback on age are shown in the table 2. The study findings indicate that 40.90 percent of the respondents were 18-25 years, 27.28 percent fall between 26-35 years, 13.64 percent were of between 36-45 years, while 18.18 percent of the respondents were 46 and above years. This indicates that greater part of respondents were 18-25 years age group. This implies that the organization should start a succession planning programmer to bridge the gap between the aging employees and young middle-aged employees.

Table 4

Respondents Age (Kantipur Holidays)

Respondents Age	Frequency	Percentage	Cumulative percent
18 to 25	9	31.04	31.04
26 to 35	13	44.82	75.86
36 to 45	3	10.34	86.2
46 and above	4	13.9	100
Total	**29**	**100**	

From Survey 2022

The feedback on age are shown in the table 4. The study findings indicate that 31.04 percent of the respondents were 18-25 years, 44.82 percent fall between 26-35 years, 10.34 percent were of between 36-45 years, while 13.9 percent of the respondents were 46 and above years. This indicates that greater part of respondents were 26-35 years age group. This implies that the organization should start a succession planning programmer to bridge the gap between the aging employees and young middle-aged employees.

4.1.4 Qualification of Respondents.

The qualification status indicates that they are aware about performance measurement indicators and their use and importance. Therefore, respondents are able to provide the information related with performance measurement practices in their respective travel sector. Out of total sampled respondents, all are the travel precession who were chosen using simple random sampling method. Respondents are distribution by education group is presented in Table 3:

Table 5

Qualification of Respondents (My Trip 2 Nepal)

Highest Education Qualification	Frequency	Percentage	Cumulative percent
Master's Degree	5	22.72	22.72
Bachelor's Degree	8	36.36	59.08
Higher Diploma	5	22.74	81.82
Diploma	2	9.09	90.91
Certificate	2	9.09	100
Total	**22**	**100**	

From Survey 2022

Table 4 highlights the details of the qualification status of the respondents taken under this study. The outcome on respondents' highest education qualification shows that 22.72 percent of the respondents had Master's Degree, 22.74 percent respondents had Higher Diploma, 36.36 percent respondents had Bachelor's Degree, and 9.09 percent also had Diploma while 9.09 percent were ordinary certificate holders. This shows that that majority of the employees had at least certificate qualifications.

The findings imply that most of the employees were well informed on performance appraisal system and employee motivation.

Table 6

Qualification of Respondents (Kantipur Holidays)

Highest Qualification	Education	Frequency	Percentage	Cumulative percent
Master's Degree		7	24.13	24.13
Bachelor's Degree		9	31.07	55.2
Higher Diploma		6	20.7	75.9
Diploma		4	13.8	89.7
Certificate		3	10.3	100
Total		**29**	**100**	

From Survey 2022

Table 4 highlights the details of the qualification status of the respondents taken under this study. The outcome on respondents' highest education qualification shows that 24.13 percent of the respondents had Master's Degree, 20.7 percent respondents had Higher Diploma, 31.07 percent respondents had Bachelor's Degree, and 13.8 percent also had Diploma while 10.3 percent were ordinary certificate holders. This shows that that majority of the employees had at least certificate qualifications. The findings imply that most of the employees were well informed on performance appraisal system and employee motivation.

4.1.5 Work Experience of Respondents

Among the total sampled respondents, all are the travel agencies precession who were chosen using simple random sampling method. Respondents are distribution by experience is presented in Table 5:

Table 7

Experience of the Respondents (My Trip 2Nepal)

Work Experience	Frequency	Percentage	Cumulative percent
0 to 5 years	4	18.18	18.18
5 to 10 years	12	54.55	72.73
10 to 15 years	4	18.18	90.91
15 years and above	2	9.090	100
Total	**22**	**100**	

From Survey 2022

The item was required to capture the respondent years of work duration. Findings are presented. From the findings as per Table 5, of the respondents have worked in the travel agencies between 0 to 5 years at 18.18 percent, majority 54.55 percent of them had worked for 5 to 10 years while 9.090 percent had worked for over 15 years hence had participated in performance appraisal process for a long period.

Table 8

Experience of the Respondents (Kantipur holidays)

Work Experience	Frequency	Percentage	Cumulative percent
0 to 5 years	11	37.92	37.92
5 to 10 years	8	27.58	65.5
10 to 15 years	6	20.7	86.2S
15 years and above	4	13.8	100
Total	**29**	**100**	

From Survey 2022

The item was required to capture the respondent years of work duration. Findings are presented. From the findings as per Table 5, of the respondents have worked in the travel agencies between 0 to 5 years at majority 37.92 percent, 27.58 percent of them had worked for 5 to 10 years while 13.8 percent had worked for over 15 years hence had participated in performance appraisal process for a long period.

4.1.6 Statistical Analysis of leadership style and HR Motivation

The study focused on the research findings of various performance appraisal practices on employee motivation. The section shows standard deviations and means of performance planning, managing and reviewing of performance, monitoring, performance assessment, and performance rewarding.

The employee motivation had several factors that included; organization culture, management and leadership style, learning and development, career planning and development and reward systems.

The study investigated the impact of the foresaid factors on employee motivation. This is in accordance with Yee and Chen (2009) who argued that PA can act as a motivator by providing feedback on employees' performance; encouraging increased productivity; and reducing wastefulness.

The study used a five-point Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1). The strongly disagree and disagree scores represented a variable of mean scores ranging from 0 to 2 on the continuous Likert scale; ($0 \leq$ L.E <2).

The scores on moderate represented a variable with a mean score of 2 to 3 on Likert scale: ($2 \leq$ M.E. <3). Both agree and strongly Agree scores represented a variable of mean score of 3.5 to 5.0 on Likert scale; ($3 \leq$ G.E.<5.0) .

Performance Planning

In this section researcher review the statistics of Mean and Std. Deviation for the four performance planning factors of according to 5-point Likert scale interval, from which (strongly disagree and disagree) classified as low level with mean score < 2.5, (neutral) classified as a moderate with mean score [2.00:3.00] and (agree and strongly agree) classified as a high level with mean score > 3.00.

Table 9

Performance Planning (My Trip 2Nepal)

Statements	N	Mean	SD	Rank
My performance expectations are usually defined in my individual work plan and job description	22	3.27	1.32	1
I adhere to realistic work plans and time tables established by my supervisor, department and organization	22	3.24	1.28	2
My organization set clear objectives and I work towards their achievement	22	3.21	1.40	3
I improve the quality of work through better planning, on-going discussion and fair participatory appraisal	22	3.11	1.39	4

From Survey 2022

Table 9 shows that performance planning that influence the employee motivation. It indicates the number greater than 3, i.e., agree.

The mean value for first, second, third and fourth statement on performance planning were 3.27, 3.24, 3.21 and 3.11 respectively.

The performance planning influence in employee motivation respondents are agree that performance planning have a great impact on employee motivation.

Therefore, we can deduce that the organization exercise performance planning within the ministry an aspect that can be investigated further on employee motivation.

Table 10

Performance Planning (Kantipur Holidays)

Statements	N	Mean	SD	Rank
My performance expectations are usually defined in my individual work plan and job description	29	3.27	1.32	1
I adhere to realistic work plans and time tables established by my supervisor, department and organization	29	3.24	1.28	2
My organization set clear objectives and I work towards their achievement	29	3.22	1.40	3
I improve the quality of work through better Planning, on-going discussion and fair participatory appraisal	29	3.12	1.39	4

From Survey 2022

Table 10 shows that performance planning that influence the employee motivation. It indicates the number greater than 3, i.e., agree. The mean value for first, second, third and fourth statement on performance planning were 3.27, 3.24, 3.22 and 3.12 respectively.

The performance planning influence in employee motivation respondents are agree that performance planning have a great impact on employee motivation. Therefore, we can deduce that the organization exercise performance planning within the ministry an aspect that can be investigated further on employee motivation.

Performance Monitoring

In this section researcher review the statistics of Mean and Std. Deviation for the four performance monitoring factors of according to 5-point Likert scale interval, from which (strongly disagree and disagree) classified as low level with mean score < 2.5, (neutral) classified as a moderate with mean score [2.00:3.00] and (agree and strongly agree) classified as a high level with mean score > 3.00.

Table 11

Performance Monitoring (My Trip 2Nepal)

Statements	N	Mean	SD	Rank
Progress reviews are conducted to compare the predetermined standards of employees	22	3.35	1.28	1
My work environment is friendly and helps me work effectively	22	3.31	1.41	2
There is feedback on my performance as an employee	22	3.29	1.43	3
My individual performance has link with organizational performance	22	3.25	1.40	4

From Survey 2022

Table 11, indicates the respondent response on ranking scores of the performance monitoring of IT sector. It indicates the number greater than 3, i.e., agree. It indicates that the four statements on performance monitoring factors on employee motivation, respondents are agreed.

The mean value for first, second, third and fourth statement on performance monitoring were 3.35, 3.31, 3.29 and 3.25 respectively.

It indicates that sample respondents were agreed with the statements that performance monitoring factors have a great impact on employee motivation. Therefore, it can be deduced that performance monitoring was being utilized in the organization.

Table 11

Performance Monitoring (Kantipur Holidays)

Statements	N	Mean	SD	Rank
Progress reviews are conducted to compare the	29	3.33	1.28	1
Predetermined standards of employees	29	3.30	1.41	2
My work environment is friendly and helps me work effectively				
There is feedback on my performance as an employee	29	3.25	1.43	3
My individual performance has link with organizational performance	29	3.24	1.40	4

From Survey 2022

Table 11, indicates the respondent response on ranking scores of the performance monitoring of IT sector. It indicates the number greater than 3, i.e., agree. It indicates that the four statements on performance monitoring factors on employee motivation, respondents are agreed.

The mean value for first, second, third and fourth statement on performance monitoring were 3.33, 3.30, 3.25 and 3.24 respectively. It indicates that sample respondents were agreed with the statements that performance monitoring factors have a great impact on employee motivation. Therefore, it can be deduced that performance monitoring was being utilized in the organization.

Rewarding of Performance

In this section researcher review the statistics of Mean and Std. Deviation for the four rewarding performance factors of according to 5-point Likert scale interval, from which (strongly disagree and disagree) classified as low level with mean score < 2.5, (neutral) classified as a moderate with mean score [2.00:3.00] and (agree and strongly agree) classified as a high level with mean score > 3.00.

Table 12

Rewarding Performance (My Trip 2Nepal)

Statements	N	Mean	SD	Rank
Organization compensation policy attracts and retains employees attracts and retains employees.	22	3.35	1.25	1
The performance is linked to employee reward and compensation.	22	3.32	1.38	2
My organization has a framework to reward excellent performance and/or salary increase decisions.	22	3.28	1.37	3

From Survey 2022

Table 12, indicates the respondent's response on ranking scores of rewarding of performance. It indicates the number greater than 3, i.e., agree. It indicates that the four statements on rewarding performance factors on employee motivation, respondents are agreed.

The mean value for first, second, third and fourth statement on rewarding performance were 3.35, 3.32, and 3.28 respectively.

It indicates that sample respondents were agreed with the statements that rewarding performance factors have a great impact on employee motivation. Therefore, the study suggests that the organization adopted rewarding of performance.

Table 12

Rewarding Performance (Kantipur holidays)

Statements	N	Mean	SD	Rank
Organization compensation policy attracts				
and retains employees	29	3.36	1.25	1
The performance is linked to employee				
reward and compensation	29	3.33	1.38	2
My organization has a framework to reward	29	3.23	1.37	3
excellent performance and/or salary increase decisions				

From Survey 2022

Table 12, indicates the respondent's response on ranking scores of rewarding of performance. It indicates the number greater than 3, i.e., agree. It indicates that the four statements on rewarding performance factors on employee motivation, respondents are agreed.

The mean value for first, second, third and fourth statement on rewarding performance were 3.33, 3.33, and 3.27 respectively. It indicates that sample respondents were agreed with the statements that rewarding performance factors have a great impact on employee motivation. Therefore, the study suggests that the organization adopted rewarding of performance.

Succession Planning

In this section researcher review the statistics of Mean and Std. Deviation for the four succession planning factors of according to 5-point Likert scale interval, from which (strongly disagree and disagree) classified as low level with mean score < 2.5, (neutral) classified as a moderate with mean score [2.00:3.00] and (agree and strongly agree) classified as a high level with mean score > 3.00.

Table 13

Succession Planning (My trip 2 Nepal)

Statements	N	Mean	SD	Rank
Considering the importance of career planning for				
Our company, our company feel that it helps the organization expand and thrive.	22	3.31	1.40	1
In every area, our company works to build career				
pathways and employment families that are mutually beneficial	22	3.21	1.38	2
Our company has strategies for the development and advancement of our employees	22	3.13	1.30	3
Our company provides career counselling services on regular time basis	22	3.03	1.41	4

From Survey 2022

Table 13 indicates the number greater than3, i.e., agree. It indicates that the four statements on succession planning factors on employee motivation, respondents are agreed. The mean value for first, second, third and fourth statement on succession planning were 3.31, 3.21, 3.13 and 3.03 respectively.

It indicates that sample respondents were agreed with the statements that succession planning factors have a great impact on employee motivation. Therefore, the study suggests that the organization adopted career planning to the employees.

Table 14

Succession Planning (Kantipur holidays)

Statements	N	Mean	SD	Rank
Considering the importance of career planning for our company, our company feel that it helps the organization expand and thrive.	29	3.30	1.40	1
In every area, our company works to build career pathways and employment families that are mutually beneficial	29	3.23	1.38	2
Our company has strategies for the development and advancement of our employees	29	3.12	1.30	3
Our company provides career counselling services on regular time basis	29	3.01	1.41	4

: From Survey 2022

Table 14 indicates the number greater than3, i.e., agree. It indicates that the four statements on succession planning factors on employee motivation, respondents are agreed. The mean value for first, second, third and fourth statement on succession planning were 3.30, 3.23, 3.10 and 3.01 respectively.

It indicates that sample respondents were agreed with the statements that succession planning factors have a great impact on employee motivation. Therefore, the study suggests that the organization adopted career planning to the employees.

Management Support

In this section researcher review the statistics of Mean and Std. Deviation for the four management support factors which motivate the employees of according to 5-point Likert scale interval, from which (strongly disagree and disagree) classified as low level with mean score < 2.5, (neutral) classified as a moderate with mean score [2.00:3.00] and (agree and strongly agree) classified as a high level with mean score > 3.00.

Table 15

Management Support (My Trip 2 Nepal)

Statements	N	Mean	SD	Rank
My managers provides valuable support through training and guidance whenever I need one.	22	3.22	1.31	1
Managers has devolved powers to the lowest unit at my workplace	22	3.11	1.36	2
I am able to contact senior management or work hand in hand with my superior at the workplace	22	3.00	1.30	3
Senior management gives staff a clear picture of the direction in which the organization is headed hence motivating me to work	22	2.87	1.38	4

From Survey 2022

Table 15 indicates the number greater than 3, i.e., agree. It indicates that the four statements on management support factors on employee motivation, respondents are agreed. The mean value for first, second, third and fourth statement on management support were 3.22, 3.11, 3.00 and 2.87 respectively.

It indicates that sample respondents were agreed with the statements that management support factors have a great impact on employee motivation. Therefore, the study suggests that the organization management should support their employees.

Table 16

Management Support (Kantipur holidays)

Statements	N	Mean	SD	Rank
My managers provides valuable support through training and guidance whenever I need one.	29	3.24	1.31	1
Managers has devolved powers to the lowest unit at my workplace	29	3.10	1.36	2
I am able to contact senior management or work hand in hand with my superior at the workplace	29	3.01	1.30	3
Senior management gives staff a clear picture of the direction in which the organization is headed hence motivating me to work	29	2.86	1.38	4

From Survey 2022

Table 16 indicates the number greater than 3, i.e., agree. It indicates that the four statements on management support factors on employee motivation, respondents are agreed. The mean value for first, second, third and fourth statement on management support were 3.24, 3.10, 3.01 and 2.86 respectively.

It indicates that sample respondents were agreed with the statements that management support factors have a great impact on employee motivation. Therefore, the study suggests that the organization management should support their employees.

HR Motivation

In this section researcher review the statistics of Mean and Std. Deviation for the four-employee motivation of according to 5-point Likert scale interval, from which (strongly disagree and disagree) classified as low level with mean score < 2.5, (neutral) classified as a moderate with mean score [2.00:3.00] and (agree and strongly agree) classified as a high level with mean score > 3.00.

Table 17

HR Motivation (My trip 2 Nepal)

Statements	N	Mean	SD	Rank
Performance planning of my organization is better which motivate me to do my task more accurately.	22	3.82	1.08	1
Management support of my company is very good which motivate me to do my job with more energy	22	3.76	1.05	2
Performance monitoring system of my company is good enough which drive me to do my job as required for my company.	22	3.68	1.20	3
The career planning is attractive in my company which motivate me to do my job with more energy.	22	3.37	1.32	4

From Survey 2022

Table 17 indicates the number greater than 3, i.e., agree. It indicates that the four statements on employee motivation, respondents are agreed. The mean value for first, second, third and fourth statement on employee motivation were 3.82, 3.76, 3.68 and 3.37 respectively. It indicates that sample respondents were agreed with the statements on performance appraisal which impact on employee motivation.

Table 18

HR Motivation (Kantipur holidays)

Statements	N	Mean	SD	Rank
Performance planning of my organization is better which motivate me to do my task more accurately.	29	3.80	1.08	1
Management support of my company is very good which motivate me to do my job with more energy	29	3.70	1.05	2
Performance monitoring system of my company is good enough which drive me to do my job as required for my company.	29	3.60	1.20	3
The career planning is attractive in my company which motivate me to do my job with more energy.	29	3.35	1.32	4

From Survey 2022

Table 18 indicates the number greater than 3, i.e., agree. It indicates that the four statements on employee motivation, respondents are agreed. The mean value for first, second, third and fourth statement on employee motivation were 3.80, 3.70, 3.60 and 3.35 respectively. It indicates that sample respondents were agreed with the statements on performance appraisal which impact on employee motivation.

4.1.7 Correlation Analysis

A correlation matrix is a table showing correlation coefficients between variables. Each cell in the table shows the correlation between two variables. A correlation matrix is used to summarize data, as and input into a more advanced analysis, and as a diagnostic for advanced analyses. A correlation matrix is simply a table which displays the correlation coefficients for different variables. The matrix depicts the correlation between the all the possible pairs of values in a table. It is a powerful tool to summarize a large data set and to identify and visualize patterns in the given data. A correlation matrix consists of rows and columns that show the variables. Each cell in a table contains the correlation coefficient.

Table 19 shows the correlation between the dependent variable and independent variable which was used under the study. Employee motivation is a dependent variable and performance planning, performance monitoring, rewarding performance, succession planning and management support the performance appraisal dimension are independent variables. The Table 19 examine the how perfectly correlated a leadership dimension with employee motivation under the study.

Table 19

Correlation Analysis (My trip 2 Nepal and Kantipur holidays)

	HR Motivation	Performance Planning	Performance Monitoring	Rewarding Performance	Succession Planning	Management Support
HR Motivation	1	-	-	-	-	-
Performance Planning	.498**	1	-	-	-	-
	(.000)					
Performance Monitoring	.557**	.907**	1	-	-	-
	(.000)	(.000)				
Rewarding Performance	.519**	.958**	.899**	1	-	-
	(.000)	(.000)	(.000)			
Succession Planning	.482**	.945**	.894**	.938**	1	-
	(.000)	(.000)	(.000)	(.000)		
Management Support	.426**	.884**	.854**	.889**	.892**	1
	(.000)	(.000)	(.000)	(.000)	(.000)	

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

Table 19 shows the correlation relationship between HR motivation with different other performance appraisal variables, i.e. performance planning, performance monitoring, rewarding performance, succession planning and management support. The correlation between employee motivation and performance planning was positively correlated (0.498) in positive direction which is moderate degree of correlation.

Positive correlation coefficients indicate a direct relationship, indicating that as increasing performance planning the level of employee motivation also increases. Similarly, the correlation between HR motivation and performance monitoring is also positively correlate, i.e. (0.557) which indicates that the increase in performance monitoring a performance appraisal dimension will increase employee motivation.

Correlation between employee motivation and rewarding performance was positively correlate, i.e. (0.519) 30 which the result can consider as rewarding performance and employee motivation are simultaneously, which means the increase the rewarding performance dimension, the employee motivation also increased. Employee motivation and succession planning dimension is moderately correlated (0.482) in positive direction. It means we should consider about succession planning dimension and employee motivation are simultaneously.

Similarly, the management support and HR motivation also have positive correlation, i.e. (0.426) which shows the moderate association between management support and employee motivation. The Sig. (2-Tailed) value for performance planning, performance monitoring, rewarding performance, succession planning and management support is 0. This value is less than .05. Because of this, it can conclude that there is a statistically significant correlation between employee motivation and performance planning, performance monitoring, rewarding performance, succession planning and management support.

4.1.8 Regression Analysis

Regression is based on the statistical principle of multivariate statistics, which involves observation and analysis of more than one statistical outcome variable at a time. In design and analysis, the technique is used to perform trade studies across multiple dimensions while considering the impact of all variables on the responses of interest.

In statistics, the coefficient of determination, denoted R^2, is used in the context of statistical models whose main purpose is the prediction of future outcomes on the basis of other related information.

R^2 is most often seen as a number between 0 and 1, used to describe how well a regression line fits a set of data. An R^2 near 1 indicates that a regression line fits the data well, while an R^2 close to 0 indicates a regression line does not fit the data very well. Adjusted R^2 is used to compensate for the addition of variables to the model.

As more independent variables are added to the regression model, unadjusted R^2 will generally increase but there will never be a decrease. This will occur even when the additional variables do little to help explain the dependent variable.

To compensate for this, adjusted R^2 is corrected for the number of independent variables in the model. The result is an adjusted R^2 than can go up or down depending on whether the addition of another variable adds or does not add to the explanatory power of the model.

Adjusted R^2 will always be lower than unadjusted. The results of the ANOVA are presented in an ANOVA table. This table contains columns labeled "Source", "SS or Sum of Squares", "df - for degrees of freedom", "MS - for mean square", "F or Fratio", and "p, prob, probability, sig., or sig. of F".

In general, the purpose of analysis of variance (ANOVA) is to test for significant differences between means. Generally, the level of significant is taken "1 percent", "5 percent" and, 10 percent".

Table 21

Model Summary (My Trip 2 Nepal and Kantipur holidays)

Model	R	R Square	Adjusted R	Std. Error of the	
				Square	Estimate
1	.588	.339	.317	.65866	

a. Predictors: (Constant), Performance Planning, Performance Monitoring, Rewarding

Table 21 shows that dependent variable is HR motivation and independent variables used in the model are performance planning, performance monitoring, rewarding performance, succession planning and management support. The table shows that the adjusted R square is 31.7 percent.

The regression result from adjusted R square indicates that 33.9 percent of the variation in HR motivation is determined by these independent variables, i.e., performance planning, performance monitoring, rewarding performance, succession planning and management support. This shows that dependent variable (HR Motivation), 31.7 percent explained by the independent variables used in this study and rests are explained by other variables which was not included in this study.

Table 23

ANOVA^a (My Trip2 Nepal and Kantipur Holidays)

	Model	Sum Square	df	Mean Square	F	Sig
1	Regression	42.585	5	8.518	19.65	.000^b
	Residual	84.084	4	4.33	1	
	Total	**126.664**				

a. Dependent Variable: HR Motivation

b. Predictors: (Constant), Performance Planning, Performance Monitoring,

c. Rewarding Performance, Succession Planning and Management Support

In the ANOVA table 23, observations used in the model and dependent variable is employee motivation and independent variables are performance planning, performance monitoring, rewarding performance, succession planning and management support. Also, the f-static is significant at the level of 1 percent which means that the independent variable is able to explain the dependent variable. Therefore, from the overall model which is determined by the F-statistical probability zero leading to the rejection of the null and indicates that the overall model is significant at the level of 1 percent.

Table 24 *(My trip 2 Nepal)*

		Unstandardized Coefficient		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.167	.172	1	2.611	.000
	Performance Planning	-.133	.196	-.160	-.676	.500
	Performance Monitoring	.520	.124	.620	4.185	.000
	Rewarding Performance	.377	.180	.469	2.093	.038
	Succession Planning	-.097	.168	-.117	-.577	.564
	Management Support	-.239	.122	-.274	-1.966	.051

Coefficients

☐ Dependent Variable: HR Motivation

Table 24 shows that performance planning, succession planning and management support have negative relation with the dependent variable employee motivation and indicates statistically that when the performance planning, succession planning and management support was increased for its then the employee motivation level of a company will be decrease. The relation is inappropriate for the reality. In the same way performance monitoring has the positive relation with the employee motivation and it is statistically significant because its significance value is lower than 0.05. Rewarding performance has a positive relation with employee motivation and also statistically significant because the p value for this dimension is lower than 0.05.

Table 24 (*Kantipur holidays)*

	Model	Unstandardized Coefficient		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.1678	.172	1	2.611	.000
	Performance Planning	-.135	.196	-.160	-.676	.500
	Performance Monitoring	.520	.125	.620	4.185	.000
	Rewarding Performance	.377	.180	.469	2.093	.038
	Succession Planning	-.097	.168	-.117	-.577	.564
	Management Support	-.238	.122	-.274	-1.966	.050

Coefficients

☐ Dependent Variable: HR Motivation

Table 24 shows that performance planning, succession planning and management support have negative relation with the dependent variable employee motivation and indicates statistically that when the performance planning, succession planning and management support was increased for its then the employee motivation level of a company will be decrease.

The relation is inappropriate for the reality. In the same way performance monitoring has the positive relation with the employee motivation and it is statistically significant because its significance value is lower than 0.05. Rewarding performance has a positive relation with employee motivation and also statistically significant because the p value for this dimension is lower than 0.05.

4.2 Discussions

The survey aimed at establishing the impact of leadership on HR motivation in travel agencies. Findings and results were found to be in line with the literature review. The results have indicated that leadership provides greater objectivity and fairness in making judgments and decisions about the employees in the organization as stated by Williams (2004) who feels that leadership concerns creating conditions where employees share organization goals and help to people to understand their input to those goals.

The respondents have shown from the findings regulating the procedures in evaluating and updating information about leadership to subordinates was key in its successful implementation as pointed out who asserted that maintaining performance management leadership must be entailed and supported by entire management in realizing organizational competitive edge.

The study also established that similarity and suitability is required conducting leadership as this provides equality as argued in the literature by (Kandula, 2008). Leadership provided a rationale for various employee decisions. The findings also reveal that performance monitoring ensures that no employee's talents, abilities and potentials are leftout. According to Jones & George (2008) motivation elucidates how employees behave during the working process and the number of their efforts, otherwise speaking how it enhances employees' performance. In general, motivation affects employees to achieve their goals and leads them towards set objectives. Thus, employees can be considered motivated if they have clearly set goals and doing their best to achieve those (Glinow & McShane, 2003).

As per descriptive results, it can be concluded that performance planning has a significant impact on HR motivation. The majority of respondents believe that performance planning has a significant impact on employee motivation. The majority of sample respondents agreed with the assertions that variables affecting performance monitoring have a significant influence on employee motivation. Sample respondents were agreed with the statements that rewarding performance factors have a great impact on employee motivation.

The majority of sample respondents agreed with the assertions that variables affecting succession planning have a significant influence on employee motivation. The majority of sample respondents agreed with the report that variables such as managerial support have a significant influence on HR motivation. Performance planning, succession planning and management support have negative relation with the dependent variable employee motivation and indicates statistically insignificant. This indicates that when the performance planning, succession planning and management support was increased for its then the employee motivation level of a company will be decrease.

Moreover, according to Werner (2008) top performers in the organizations won't do their best until they are motivated. Consequently, in terms of organizational development, understanding of employees' motivation appears to be one of the key elements of work effectiveness. The term motivation arose in the early 1880's; before that time the term "will" was used by philosophers as well as social theorists when discussing effortful, directed and motivated human behavior (Forgas 2005). (Seligman, (2002) explains that the part of what turns a job into a calling is the state known as flow; in other words, flow has a mediating function.

Leadership factors that influence HR motivation at travel agencies in Kathmandu, toward HR motivation are research questions in this study. In researcher observation, employees need performance monitoring, reward performance on My Trip 2Nepal (MT2N) and Kantipur Holidays respectively. Particularly recognition, responsibility, participation, achievement and promotion, autonomy whereas unranked permanent employees. From the above analysis, the researcher finds HR motivations prefer performance monitoring and reward performance in the sample organization (My Trip 2 Nepal and Kantipur Holidays) rather than performance planning, succession planning, management support.

CHAPTER V

SUMMARY AND CONCLUSION

5.1 Summary

The study was on the impact of leadership on HR motivation in a travel sectors. On the basis of the gender. On the basis of age distribution of respondents, the majority of the respondents were of the age group 18-25 representing 40.90 percent of the respondents, while the least representation came from the age group 46 and above representing 18.18 percent (My Trip 2 Nepal).

The majority of the respondents were of the age group 26-35 representing 44.82 percent of the respondents, while the least representation came from the age group 46 and above representing 13.9 percent (Kantipur Holidays).

When viewed from the perspective of qualification, majority of respondents were from certificate and bachelor's degree representing 36.36 percent and 31.07 percent respectively. Similarly, based on experience levels, the respondents representing less than 5 years and more than 5 years of experience were the majority representing 45.5 percent and 33.5 percent of the sample each (My Trip 2 Nepal) and (Kantipur Holidays), while the least experience was 15years and above representing 9.090 and 13.8 respectively.

Individual behavior is determined by these influences, which in turn impact the individual's output. Compared to those who are not driven, individuals who are motivated put out more effort to complete a task.

In other words, each and all possible boost, whether physical or psychological, with which we come into contact cause a response inside ourselves or throughout the whole organization. The researcher aimed to know the impact of leadership styles on HR motivation in a travel sectors. Descriptive and analytical research design was used and primary data was collected from 51 employees of travel sectors. Logical statistics was done on the variables.

Both qualitative and quantitative research methods through semi- structured interviews and close ended questionnaires were analyzed to get an in-depth view about the problem. Performance rating was not based on how well employees were doing, the managers did not discuss regularly with employees about job performance, and most of the recent rating of the employees received were not based on their activities at work time, performance appraisal processes were not encouraging employees of travel agencies.

To sum up, the chosen quantitative method of research is completely on par with the study. It is documented by the many provisions. The mathematical study of the set hypotheses through the use of statistical tools what provides the precise measurements and allows analyzing the data without subjectivity are significant elements of quantitative research in the context of data gathering instrument and approach.

5.2 Conclusion

In discussions, the company decided to use leadership as a tool for encouraging its personnel. In order to connect compensation to performance, a complete performance evaluation policy must be developed since the existing policy leaves space for improvement when it comes to dealing with underperformers.

In order to manage poor performance, feedback is required throughout the appraisal period, and it is necessary to investigate what employees require in order to overcome problems with their performance; and, of greater importance, how management can assist and support the employees and the organization as a whole is examined.

The research also found that a leadership gives workers with self- ratings as well as performance criteria, and that this is beneficial. A good leadership management system establishes behavioral norms. Both behavioral and results outcomes should have been considered throughout the performance planning phase in order to guarantee that continuous feedback is provided during the performance evaluation process. In conclusion, performance management, succession planning, and management support have a negative relationship with the dependent variable HR motivation, with the relationship being statistically insignificant for all three variables.

HR motivation levels will fall when performance management, succession planning and managerial assistance are raised in an organization, as seen by the data presented above. The relationship is out of sync with the facts of life. Additionally, performance monitoring has a positive relationship with HR motivation, and it is statistically significant since the significance value is lower than the significance threshold. Rewarding performance has a positive relationship with HR motivation, and this relationship is statistically significant since the p value for this dimension is lower than the threshold for statistical significance.

5.3 Recommendations.

From the findings and conclusion of the study the following implications were made:

- The company should give orientation for employees about the purpose of performance appraisal process. Because if employees know about the purpose of leadership, they inform its administrative purpose of the performance appraisal such as basis their promotion, pay increase, transfer or reassignment, and termination. Also leadership used as individual's improvement or developmental purpose.

- Effective feedback and communication was essential when conducting leadership process. The findings of the study highlight ways of improving leadership, communication and feedback ensures that employees being assessed are given information about their performance. Communication that lacks clarity and focus doesn't discussion of staff performance this leads to problems in motivation in places of work. For prevention of performance related issues, managers have to communicate vision, mission and objectives of the organization to ensure employees understand their performance goals.

- Training is key ingredients as it enables employees to acquire relevant skills. It also enables one to be conversant with current challenges in one's line of duty.

- Respondents indicated that training was important as its purpose was to improve morale. Skills will be expanded through training where staff

responsibilities can be enhanced and they rely less on management in decision making.

- Specific skills related to performance appraisal do not necessarily limit work related flexibility. Staffs who received such targeted training always improve on setting of annual targets, drawing of individual work plans, communication skills, professionalism, conscientiousness and creativity and innovation.

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Appendix: I

Questionnaire on

Impact of Leadership style on HR Motivation a study of Travel Agencies in Kathmandu

Dear Sir/Madam

This study will examine the impact of leadership on travel HR motivation. The data or information acquired this way will be used in my thesis, which I'm writing for my MBS at Tribhuvan University. All those concerned should learn more about leadership and its impact on HR motivation from this research. Your prompt and reliable responses will enable the timely completion of this thesis and raise the study's relevance, both of which will be substantially benefited.

Regards

Anish Shrestha

People's Campus

Part A: General Background

1. **Gender**

    • Male ☐ Female

2. **Age Group**

    • 18-25

    • 26-35

    • 36-45

    • 46 and above

3. **What is the highest degree or level of education you have completed?**

    • Master's Degree

    • Bachelor's Degree

    • Higher Diploma

    • Diploma ☐ Certificate

4. **How long have you worked in IT Sector?**

    • 0-5 Year

    • Five to Ten Years

    • Ten to Fifteen Years

    • More than Fifteen Years

Part B: Impact of Leadership on HR Motivation: A study of Travel Agencies in Kathmandu

Below are some of the possible factors that might impact the employee motivation by performance appraisal. To what extend do you get agree with the below factors. 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Statements					
(A) Performance Planning					
A1	My organization set clear objectives and I work towards their organization's goal				
A2	My performance expectations are usually defined in my individual work plan and job description				
A3	I hold fast to realistic work plans and time tables established by my supervisor, department and organization				
A4	I improve the quality of work through better planning, on-going discussions and fair participatory appraisal				
(B) Performance Monitoring					
B1	There is feedback on my performance as an employee				
B2	My work environment is friendly and helps me work effectively				
	Progress reviews are conducted to compare the predetermined standards of employees				

B3						
B4	My individual performance has link with organizational performance					
(C) Rewarding Performance						
C1	The rewards offered motivates me to work hard and enhances my productivity					
C2	The performance is linked to employee reward and compensation					
C3	My organization has a framework to reward excellent performance and/or salary increase decisions					
C4	Organization compensation policy attracts and retains employees					
(D) Succession Planning						
D1	Considering the importance of career planning for our company, our company feel that it helps the organization expand and thrive.					
D2	In every area, our company works to build career pathways and employment families that are mutually beneficial.					
D3	Our company has strategies for the development and advancement of our employees.					
D4	Our company provides career counselling services on regular time basis.					
(E) Management Support						

E1	My manager provides valuable support through training and guidance whenever i need one.					
E2	Managers has devolved powers to the lowest unit at my workplace					
E3	I am able to contact senior management or work hand in hand with my superior at the workplace.					
E4	Senior management gives staff a clear picture of the direction in which the organization is headed hence motivating me to work.					
(F) Employee Motivation						
F1	Performance planning of my organization is better which motivate me to do my task more accurately					
F2	Performance monitoring system of my company is good enough which drive me to do my job as required for my company					
F3	Management support of my company is very good which motivate me to do my job with more energy.					
F4	The career planning are attractive in my company which motivate me to do my job with more energy.					

Thank You!