

The impact of motivation on employees' job performance in the Nigerian banking industry: A case study of First Bank of Nigeria, PLC

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Abstract

This research was carried out to examine, investigate and assess the impact of motivation on employees' job performance within First Bank Nigeria, PLC. More specifically, it examined the factors that motivate employees to perform better; examined the different motivational techniques best used in First Bank PLC; investigated and evaluated the impact of these motivational techniques on the employees and offered recommendations on ways to increase employee productivity and performance. This research used a quantitative approach and researcher descriptive survey design for the research methodology. The data collected was primary data via a self-administered questionnaire given to sample respondents from First Bank PLC. Data gotten was analyzed and presented in tables and figures using the Statistical Package for Social Science (SPSS). The findings showed that financial and non-financial benefits was of importance to employee job performance. The research unveiled that recognition and a good reward system within the organisation helps to boost good organizational objectives thus improving the efficiency and effectiveness of employees. The research recommends that additional research be carried out to improve the current research and improve the data and information on the concepts of employee motivation and job performance.

CHAPTER ONE

INTRODUCTION

1.0: Background of the Study

Human resource is considered to be one of the most important assets for every business organisation (Safiullah, 2014). This is because organizations have realized the importance of managing their employees in such a way that can maximize their job performance. With globalization and rapid industrialization taking place worldwide, the competition between businesses, industries and organizations has risen to an all time high (Abiro, 2013). For many of these organizations, the problem is not just acquiring qualified employees but also retaining them (Abiro, 2013; Ekhayemhe & Oguzie, 2018; Elomien et al. 2021). Finding and retaining talented and qualified employees remains a sustainable competitive advantage for many businesses as it remains a challenge for them as well (Armstrong, 2013). It is for this reason that the concept of employee motivation is at the forefront of study due to its necessity and importance in making sure that an organisation or business operates at full capacity. The undeniable rise in telecommunication technology alongside the internet has created awareness amongst both consumers and employees, concerning product information and standard business practices and also understanding their working rights which can lead to changes in buying decisions (Terrington et al. 2009) cited in (Ali, 2016).

Right within this context of acquiring a competitive edge or advantage over other industries or organizations, it becomes imperative that the employees increase their productivity and performance level (Armstrong, 2013). If this is the case, then one can deduce that the productivity and output of employees cannot be overlooked as it becomes mandatory for organizational growth. However, what ensures or triggers

effective and efficient employees job performance? This is what the researcher hopes to look into as the research progresses, the correspondence and impact of employee motivation on employee job performance and output in the Nigerian banking industry. Since human asset is considered to be the powerhouse of any organisation or industry; it becomes mandatory that an organisation gets effective human resource and by so doing employee motivation becomes indispensable (Ekhayemhe & Oguzie, 2018). Employees will give their utmost best when it comes to their performances if they are properly and adequately rewarded by the management. There are several factors that can affect employee working conditions and performance rates like working conditions, employee and employer relationship, training and development opportunities, job security and the organization's policies on rewards (Abiro, 2013; Ekhayemhe & Oguzie, 2018). According to Baron (1983), motivation entails amassing different processes that influence an individual's behavior to achieve a or some definite goals.

A lay man's definition of job performance will be simply to state that it is simply what a person does at work. However, it is more than that as the different stages of a job and its complexities can affect the overall performance of an employee (Murphy, 1989; Ackerman, 1997) cited in (Abioye, 2016). Job performance can be explained as a multidimensional construct of how well a person performs tasks allocated at work, the initiative taken and how the person solves problems and is measured in terms of a final rating score obtained each employee or participant (Nzama, De Beer & Visser, 2008). Another point of view will be to refer to job performance as the result of two elements consisting of the abilities and skills, whether natural or acquired, that an employee possesses, and the motivation to use them to perform a better job (Sarmiento and Beale, 2007). Job performance can therefore be seen as what an industry, organisation or business hires an employee to do well (Campbell, 1990). This definition of job

performance has become the most acceptable basic definition for job performance (Borman, 1997; Motowidlo, 1997; Schmitt & Chan, 1998). While job performance is more likely collective in nature especially within organisation as it pertains to teams and joint efforts, it could be individualistic as well. Traditionally, individual performance is usually centered on the evaluation of performance and the allocation of rewards (Abioye, 2016). Many industries and organisation are starting to recognize and acknowledge that planning and enabling individual performance has a crucial effect on Organisational performance (Abioye, 2016). Hence, this tasks employers with the responsibility of ensuring an adequate flux of employees that are technically and socially competent and capable of career development into specialist departments or management positions (Afshan et al., 2012). This research is therefore set to examine the impact employee motivation has on their job performance. For the research, particularly employees of the banking industry in Lagos, Nigeria will be selected. As a sample, employees would be taken from one of the foremost banks in Nigeria, namely, First Bank.

1.1: Statement of Problem

To a very large extent, people no matter the context are concerned with motivation and employees perform in direct proportion to the extent of their motivation (Whiteley, 2002). This implies that the higher the motivation, the higher the job performance to expect from employees. However, the main problem for most employers is how to get their paid employees to outperform during all working conditions remains one of the most prominent challenges faced by employees (Nohria, Groysberg & Lee, 2008) cited in (Alexanda & Andreas, 2013). Many researchers have looked into various factors that explains employee job performance in depth. Of course, a number of these

researches have investigated the influence of job satisfaction, work value, employees' competence, organization citizenship behavior and remuneration on job performance from different work fields (Abioye, 2016).

All of the aforementioned factors are a form of motivation for employees. But regardless of the enormous amount spent on employees by organisation and industries alike in terms of training and development, skills, wages and salaries, incentives, benefits and even allowances the job performance of employees still remains impossibly low and requires constant attention (Lawal, 1994) cited in (Abioye, 2016). This shows that the difficulty of properly getting employee motivated and their output reflects the ineffectiveness of just financial rewards as motivation for employees. There is also a surge in the relevance of non-financial rewards on employee job performance (Dolapo, 2018). This perfectly indicates that there is more to employee productivity, output and performance than just basic financial motivation and could also be associated to competence and remuneration (Mowday, Steers & Porter, 1979) cited in (Abioye, 2016).

Although there is a relationship between employee motivation and employee job performance and is still being explored by many researchers. However, many organisations still stall when it comes to putting into action motivation measures needed by employees for appropriate performance. According to Pink (2011) and Whiteley (2002) cited in Alexandra and Andreas (2013) motivation is important to obtain high performing employees but understanding what motivates employees can be a strenuous process itself. To inspire and guide them to perform in the best interest of the organisation and employers, there is a need to incorporate several financial and non-financial motivational techniques to ensure higher performance.

The problem researched upon ranges from the impact and effectiveness of motivation on employee job performance, does it provide results or not? The ineffectiveness of just one form of motivation over the other, that is, financial/extrinsic rewards over non-financial ones. The emergence and surge of non-financial motivation tactics to promote job performance. All of these will be addressed within the context of the Nigerian banking industry.

1.2: Research Questions

According to Saunders and Lewis (2012, p. 19), a research question should fit certain criteria and specifications while also meeting the standards set by the examining institution. It should also provide a clear link to relevant literature and give new insights. The research question of this dissertation are itemized below based on the problems stated above:

1. What are the elements or factors that motivate employees' job performance in First Bank, PLC?
2. What is the impact of motivation on employee job performance in First Bank, PLC?
3. What are the different motivation techniques that best improves employee productivity in First Bank, PLC?
4. How can the motivation structure in Nigerian banking industry be improved to enhance employee job performance?

1.3: Research Aims and Objectives

The Business Research Methodology (2018) states that a research aims, and objectives should be formulated appropriately as it is considered to be one of the most important parts of any type of research. Asides from determining the scope and depth of the research it also gives overall direction to the body of work. Research objectives should be clear, precise statements that identify what the research wants to achieve.

The study of employee motivation and their job performance is not a fairly new subject matter, but this does not imply less relevance. Regardless, many organisations are still finding it difficult to properly make these two variables work.

The aim of this research is to understand the impact of motivation on the performance of employees in the Nigerian banking industry, First Bank Nigeria, PLC.

The research objectives are stated below:

1. To examine the elements or factors that motivate employees' job performance in First Bank, PLC.
2. To investigate and evaluate the impact of motivation on employee job performance in First Bank, PLC.
3. To examine the different motivation techniques best employed in First Bank, PLC.
4. To offer recommendations on how best to improve the motivation structure in the banking industry to further improve employee job performance.

1.4: Significance of Study

The significance of this research can be traced to the already mentioned aims and objectives of this research itself. It provides important information towards the understanding of the impact and effectiveness of employee motivation and job performance. How to make an organisation an ideal and satisfactory for employees to perform better while the employers reap the results derived from the endeavor. It is

expected that the result of the research will help recruiting managers and employers in general within the banking industry to know what competences to hire and is needed for a job opening. This study will also help to note that there exist a number of motivating tactics and factors that are not financially related, the exploration of this non-financial methods and how they affect employee performance within the banking industry is also explored. Finally, the research will be significant in further adding to the literature review as it concerns improving employee job performance level. This practical implication of the research will also help to derive valuable recommendations for First Bank, Nigeria.

1.5: Structure of the Research

Chapter 1: This contains the introductory part of the research study that provides background information as well as the context of study. It explicitly enunciates the research questions, aims and objectives and significance of study.

Chapter 2: This part is a comprehensive review of literature that looks at employee motivation and job performance.

Chapter 3: This part looks at the methodology, research design, sample and sampling technique adopted for this research.

Chapter 4: It provides the research data analysis as well as the research findings.

Chapter 5: This part looks is solely for discussions and how well the analysis can be linked to the research's objectives while also looking to see if every research question has been addressed.

Chapter 6: This part summarizes, concludes, limitation of study and addresses future recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.0: Introduction

According to Maylor and Blackman (2005, p. 81), the general purpose of the literature review is to support the research question and also define the research question. Saunders, Lewis and Thornhill (2009, p. 59-60) posit that a literature review is a bedrock on which any research is built by helping to develop an understanding and possible insights in related past research about a particular topic. The literature review of any work ensures that the research question(s) is grounded existing literature and the literature review is coherent (Andrews, 2004, p. 17). The additional insight of Hart (2005, p. 3) enunciates that the purpose of searching the literature of any work is to identify that it has been done before or in progress and is relevant to the current research. Invariably helping to design the methodology, identify the research problem, help with data collection and analysis. This literature review consists of the secondary data source for the dissertation, the main themes and the framework of the topic of choice.

In this chapter the researcher makes use of other research that have a similar nature to the chosen research topic, which allows to gather and attain significant information and knowledge regarding the key variables of the research study. To achieve this different academic source such as articles, research papers, journals, electronic journals and libraries as well as reference books were used to gather more information on the subject matter. Key variables and sub-variables are further looked into in-depth to understand employee performance, motivation and job satisfaction.

Organizations or businesses must adapt and make the necessary adjustment to changes in the market or industry they find themselves in to remain competitive and survive in the long term. This survival can only be possible through what is considered to be a competitive advantage. Of course, several competitive advantages can be used to enable Organisational relevance in the long term through the allocation and acquisition of Organisational resources (Ali, 2016). The previous chapter identified a unanimous consensus from other researchers that the human resource of an organisation or business is one of its critical and important resources (Abiro, 2013; Ali, 2016; Ekhayemhe & Oguzie, 2018; Elomien et al. 2021).

Since this study is centered on employees specifically, it can be understood that they are critical in achieving Organisational aims and objectives. It is also the leadership and high management of the human resource department that develops policies and strategies to achieve competitive advantage and the job of employees to execute these strategies (Ali, 2016). A part of the competitive advantage for an organisation or business is to adequately maximize performance and continuously improve existing performance levels. If said organisation retains high performance levels as compared to its industry competitors it can be said to have a competitive advantage (Harmon, 2014). For the total of Organisational performance to be attainable or even achieved it is thoroughly dependent on the individual performance of the employees. Should individual performance be high it contributes to the team and collective performance and ultimately yields a positive impact on the Organisational performance. Thus, it is mostly the case that employee performance is maximized to maximize Organisational performance. To finally achieve this ultimate Organisational performance, it is of great import to study the factors or elements that affect individual and group performance in

an organisation. Such factors are inclusive of motivation (financial or non-financial), remunerations, rewards, competence, job satisfaction and commitment (Khan, Farooq and Ullah, 2010).

However, it is necessary to understand what the term ‘employee’ means. Hornby (2010, p. 480) defined an employee as a person who is paid to work for a person, business or organisation. The International Labor Organisation further enunciates that employees are people who work for a public or private employer and receive remuneration in wages, salaries, commissions, tips, rates or pay in kind (Abbah, 2014). It is worthy of note to know that an employee is under contract, employed by the employer and is rewarded at the end of his or her work.

Employees in Nigeria are faced with various hurdles in the workplace, this is inclusive of the lack of promotional opportunities, delay in payment of salaries and benefits, and also retrenchment (Elomien et al. 2021). While the employees of an organisation can be motivated through different means, such as good and timely payment of salaries, wages and benefits, a lack of these can affect the job performance and output of the organisation. The average Nigerian employee sees job motivation and satisfaction in terms of monetary rewards and when this is lacking there is low morale to perform better, which affects the output of the organisation (Elomien et al. 2021). But studies have shown that there are other means available to motivate employees using both financial and non-financial rewards (Mary, Simon and Kibet, 2018).

In a country like Nigeria, where various organisation and businesses are competing for survival and to stay relevant, the motivation of employees for maximum job

performance and output is of great importance (Elomien et al. 2021). This is so because measuring performance is important to the management of these organisations and businesses as it shows development and achievement. Hanaysha (2016) and Soltani (2016) state that the degree of employee productivity that fundamentally leads to favorable Organisational performance is a key indicator of Organisational success that should be given great importance as it measures the competitive power of an organisation.

2.1: Employee Motivation

The concept of human motivation is a multidimensional construct, complex and well-studied field that possesses deep roots in a diverse collection of academic discipline and research such as psychology, sociology, education, political science, marketing and economics (Ajayi, 2015). Going by layman's definition, motivation can be understood to be 'what causes people to behave as they do' (Denhardt et al. 2008). Campbell & Pritchard (1976) and Pinder (1998) cited in Abbah (2014) also explained motivation to represent the forces within a person that affects his direction, intensity and persistence of voluntary behaviour. However, this plain definition does not circumvent the complexities of the concept of motivation in totality. Motivation is considered a powerful tool that reinforces the behaviour and triggers the tendency to continue with whatever mission that has been stipulated (Luthan, 1998; Kallimullah, Yaghoubi and Moloudi, 2010). Hence, it can be understood that this concept of motivation is an unsatisfied need to achieve a certain goal. Also, the individual(s) involved must be satisfactorily energetic and also have a clear understanding of the destination to be arrived at (Abbah, 2014).

The primary aim of every organisation or business is to be successful, achieve longtime progress and make a profit. Up until recently, only a few organisations believed that the key to them achieving all that has been mentioned lies in the hands of their employees who can be considered to be the main asset of an organisation (Abbah, 2014). Unless and until the employees of an organisation are satisfied, motivated for the fulfilment and goals of the achievement of tasks, no organisation can progress or achieve success (Anka, 1988; Adi, 2000; Rothberg, 2005) cited in (Abbah, 2014). No matter the organisation or business be it public or private all efforts are tallied towards the successful attainment of their goal which can only be possible through the creation of values (motivation) enough to compensate for the burden of workload and expectations imposed on the employees. These values or motivators are attainable through several ways such as good training, facilities or incentives such as fringe benefits, promotions, status, symbols and many more to satisfy the needs of the employees for enhanced job performance (Adi, 2000). Research has also shown and proved that unless the employees of an organisation are properly motivated to make efficient and proper use of their potentials, they may not achieve the level of performance and output desired of them (Rothberg, 2005).

Given all that has been briefly observed about the concept of motivation, it is necessary to highlight how researchers have defined it over the years and also how the concept has evolved.

Baron (1983) defined motivation as an accumulation of different processes which influences and direct our behaviour to achieve some specific goal.

Appleby (2002) defined motivation as the keenness for a particular pattern or behaviour. He further explains that different elements such as the drive, urges, and needs of an individual can directly or indirectly control their behaviour.

Berelson and Staines (2003) defined motivation as an inner state that allows and encourages, activities or mores, direct and channels behaviour toward goals. The author further explains the concept to apply to the totality of drives, needs, wishes and similar forces that propel an employee to take action.

Beach (2005) defined the concept of motivation to be the willingness to expend energy to achieve a goal.

Davies (2005) also defined the concept as what goes on inside an individual, which brings about their behaviour. He also stated that the lack of motivation could make an individual unsatisfied with their work.

In the opinion of Deckers (2010) motivation is a person's internal disposition to be concerned with and approach positive incentives and avoid negative incentives.

Armstrong (2012) defined motivation as the force that energizes, directs and sustains behaviour towards the realization of stated objectives. The maximum performance output of an employee is dependent on their motivation levels. It is also for this reason that Geomani (2012) states that motivation is of great significance in the growth achievement of any organisation.

Abner and Samuel (2019) explain the concept thus, as one of the key factors that can enhance the level of employee commitment in carrying out their responsibilities for maximum output. In the context of performance, it takes on factors, zeal, and encourages employees to pursue and realize set objectives.

Present in all of these definitions is the fact that the concept of motivation deals with the factors and elements that necessitate people to excellent performance in an organisation.

2.2: Theories of Motivation

When motivation is discussed, it is a fact that for the majority of people and employees involved, money is important and a strong motivator at work (Ndang-William, 2010). However, upon a closer look, the question arises that to what extent is money an important motivator and how does it contribute to the overall job satisfaction of employees that is if it does at all. The bottom line is some other significant factors and elements contribute to the performance output of an individual at work and job satisfaction (Laurie, 2007, p. 255). Many scholars and researchers have argued for different explanations on how motivation can be achieved within an organisation or business to influence job performance.

2.2.1: Maslow's Hierarchy of Needs

Prominent among the many kinds of research on motivation is Maslow's Hierarchy of Needs. In 1943 the scholar put forward that all human beings possess an internal need that pushes them towards self-actualization, fulfilment and personal superiority. With this realization, he opined that there are five different levels of needs and once a need at one level is satisfied it influences a person's behaviour. The implication of this is that human behaviour starts to diminish, we then put forth a stronger influence on our behaviour for the need of the next level to be met.

Psychological Needs: This is the first on the hierarchy of needs, these psychological needs make up the basic need for human survival and constitute things such as food, warmth, clothing and shelter. The lack of these stated necessities makes it a priority for

it to be fulfilled. On the other hand, when people do not have a deficiency in these basic needs, they automatically move on to the next level which according to Maslow constitutes a higher order of needs (Ndang-William, 2010).

Security Needs: Security is at the forefront of the needs of people at this level. An expression of this can be the safety of an employee's health and family.

Social Needs: At this point, the employee places importance on job relations trying in earnest to build good friendships, love and intimacy.

Self-Esteem Needs: This need presents the need to be recognized, accepted and valued by others in many capabilities.

Self-Actualization Needs: This is considered according to Maslow to be the highest and last level on his hierarchy of needs. This need is to develop the individual or employee to what is competent of becoming (Srivastava, 2005, p. 69).

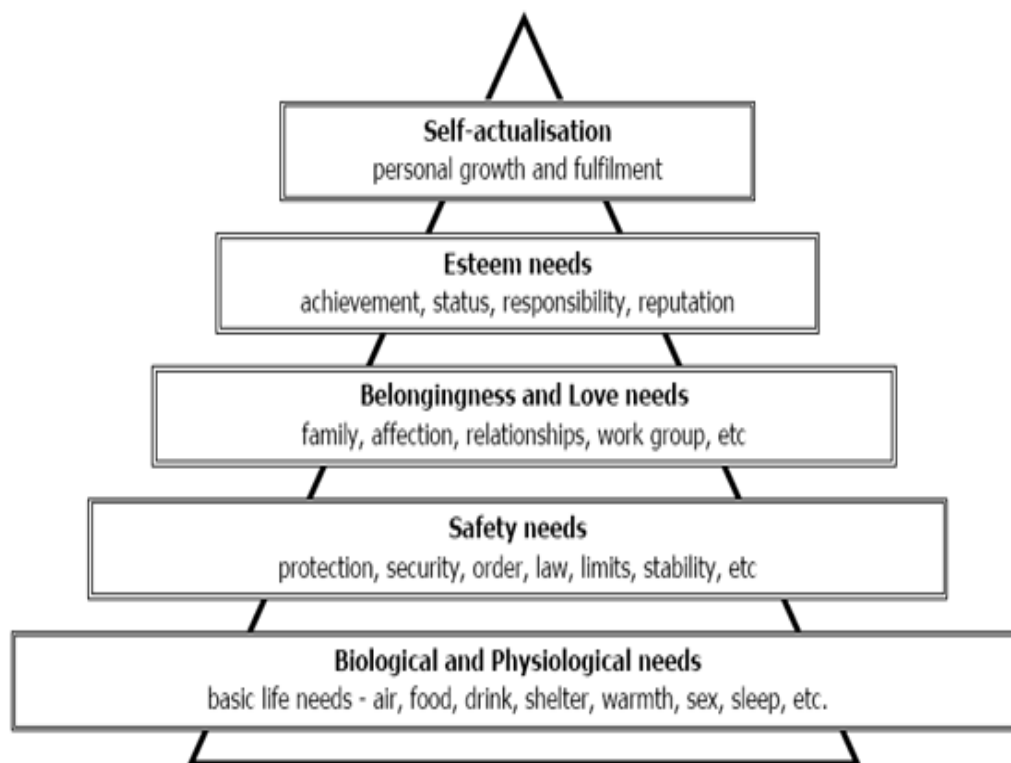


Figure 1: Abraham Maslow's Hierarchy of Needs

Source: Ndang-William (2010).

This theory of Maslow has been notably been criticised by other researchers. Wanba and Bridgewell in their review of Maslow's theory state that there is little evidence for the ranking of needs as put forward by the Maslow or even an existence of it in general. The theory is also said to be rigid which was questioned by Maslow himself because it is possible for human beings to have varying priorities and needs (Needham, 1999, p. 272).

2.2.2: Herzberg's Two Factor Theory

The position of Herzberg here is that those elements or factors which necessitate job satisfaction are the direct opposite of those that cause job dissatisfaction. While carrying out the survey to back his claims he used accountants and engineers as his target audience. He concluded that employees are motivated generally by two factors namely, *motivators* and *hygiene factors*. The motivators, in this case, create job satisfaction such as achievement, recognition, autonomy and other kinds of intrinsic aspects when fulfilled. On the other hand, is hygiene factors which will enhance dissatisfaction when not fulfilled. So one can explain that the motivators are those factors that come from within an individual that is intrinsic. The hygiene factors create a suitable work environment though it does not necessitate job satisfaction, it is inclusive of factors like salary, working conditions, status, company policies and administration (Saiyadain, 2009, p.158).

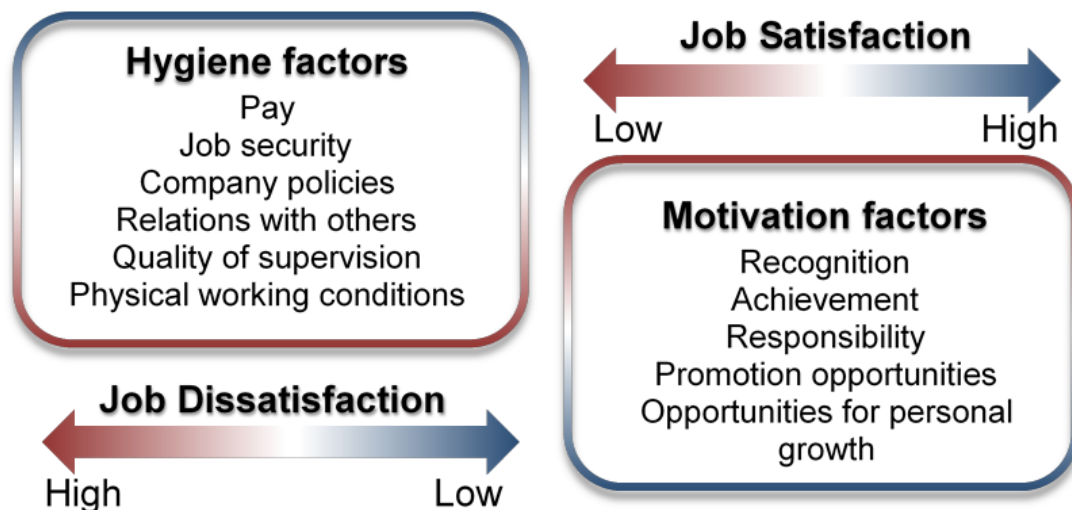


Figure 2: Herzberg Two Factor Theory

Source: Skripak, Cortes and Walz (2016).

2.2.3: Vroom's Expectancy Theory

This concept was first developed by Victor Vroom and brought to the limelight in 1964. Vroom propounded an expectancy approach to the understanding of motivation (Skripak, Cortes and Walz, 2016). Hence, motivation is considered to be a product of the anticipated value of an individual in an action. He perceived that the individual's goals would be achieved as a product of the anticipated value in an action. This theory is founded on the concepts of value, expectancy, and force (Ndang-William, 2010). This force is equivalent to motivation and can be shown to be the algebraic sum of the products of valences and expectations. Which can be interpreted thus:

$$\text{Motivation (force)} = \text{Valence} \times \text{Expectancy}$$

Where valence is the strength of the individual's preference for an outcome or goal. This strength may indeed be negative such as the fear of demotion or transfer to a lower job) or it could be positive such as a prospect for promotion. Should an employee have a particular goal to achieve, some behavior has to be produced to see that goal accomplished. The employee must have weighed the prospects of the different

behavioural outcomes that will accomplish said goal and pocked the most successful one.

This in the opinion of Vroom may be augmented by changing the perception or boosting the expectancy level through better communication and augmenting the reward that is the reward. Also embedded in this theory is the clarifies the relationship between the employee and the Organisational goals, it also recognizes the differences that exist between employees in producing work motivation (Ndang-William, 2010). Going further the Vroom theory is consistent with the idea that a manager's job is to design a conducive environment for job performance while also taking into consideration the existing differences in various situations. Hence, making the theory to be consistent with the idea of management by objectives. There have been critiques that this theory is quite difficult to research and is faced with practical difficulties in its applications (Bose, 2004, p. 152-153).

The three beliefs tackled by Vroom to bring some clarity and applicability to the theory are detailed below. Every belief details what employees think will be the outcome if they put out thr effort to perform.

1. B1 comprises the relationship between effort and performance, this means that B1 is the employee's belief about the probability that the effort will lead to performance. Another way of interpreting this is to say that B1 is the expectation that effort will lead to certain success

2. B2 showcases the relationship between performance and outcomes, this means the employee's belief about the possibility that performance will lead to outcomes. This can also be interpreted in alternative ways, that is the employee's belief about the relationship between what to do and what to get.

3. B3 the third belief looks at the relationship between outcomes and satisfaction. It can be seen as the belief about how fulfilling and worthwhile the outcome of performance will be. It is focused on the value of the future rather than the value of the present (Green, 1992, p. 2-3) cited in (Ndang-William, 2010, p. 10).

2.2.4: The Fifty-Fifty Theory

This theory was founded and developed by John Adair as a motivational factor that can influence an organisation or business' performance (Ndang-William, 2010). He states that fifty percent of motivation comes from within an individual and the other fifty percent is from the environment, largely from people around us.

This theory is not used to declare the exact proportions but rather used to explain how the motivation factor works. The observations are indicative as opposed to being mathematical and they may differ from individual to individual. Embedded in these important external factors the nature and quality of the leadership trait of an individual becomes essentially important. Hence, the connection between leadership and motivation becomes important to determine employee motivation. This theory also does a good job of reminding leaders that they have an important role to play for success or failure when it comes to successfully motivating employees at work. But it is not solely dependent on the leaders (managers) to motivate employees because they are dealing with individuals that are self-motivated to various degree. John states that these are some of the challenges that confront the HRM to galvanize employee motivation with the work environment (John, 2007, p. 38-41).

2.2.5: The Equity Theory

The equity theory of motivation was developed by John Stacey Adams (1963), a behavioural psychologist. This theory is founded on the premise that persons are

motivated by fairness (Skripak, Cortes and Walz, 2016; Expert Program Management, 2018). In plain language, the theory states that if a person identifies an inequity between themselves and a peer or other peers, they will adjust the work that they perform to make the situation seem fair in their eyes. Hence, this theory simply posits that the higher an individual's perception of equity or fairness, then the more motivated they become and vice versa (Expert Program Management, 2018).

To properly understand equity then it is necessary to understand the definition of terms such as inputs and outputs. Inputs can be considered to be those things that a person does to receive an output which means that they are the contributions of a person towards an organisation. Common inputs include; hours worked (effort), the commitment shown, the enthusiasm shown, experience, sacrifices, responsibilities and duties of the person, loyalty and also flexibility. Outputs or outcomes as they are sometimes referred are the results a person receives as a result of the inputs that have been put into the organisation. Common outputs include; salaries, bonuses, pensions, leave allowance, recognition, promotion, performance appraisals, flexible work arrangement, sense of achievement and learning.

Adam goes further to explain that persons or employees do not understand equity in isolation, rather they look around and compare themselves to others. If they perceive a tilt in balance they adjust their inputs to restore balance (Skripak, Cortes and Walz, 2016; Expert Program Management, 2018). For Adam there are four referent groups persons compare themselves with;

Self-Inside: The person's experience within their current organisation.

Self-Outside: The person's experience with other organisations

Others-Inside: Others within the person's current organisation.

Others-Outside: Others outside of the organisation.

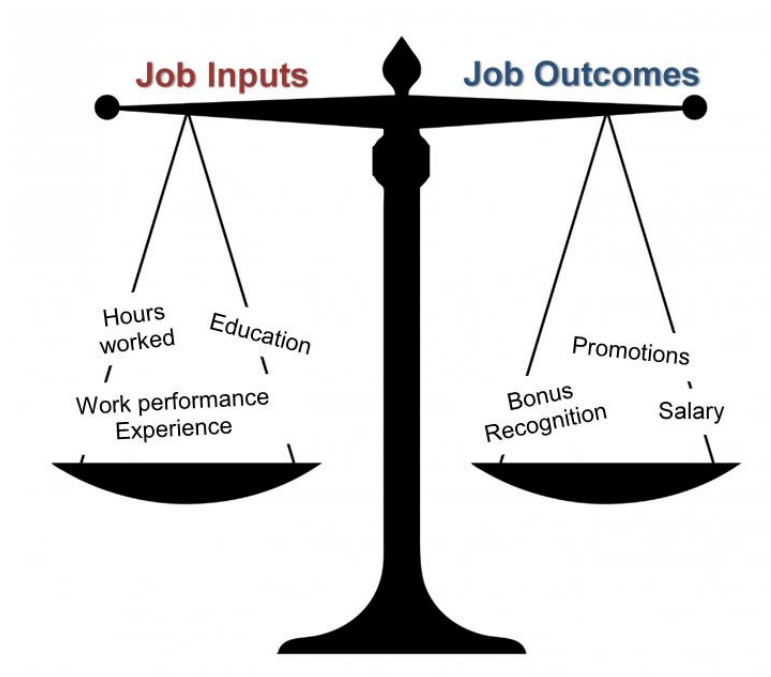


Figure 3: Equity Theory

Source: Skripak, Cortes and Walz (2016).

2.3: Types of Motivation (Intrinsic and Extrinsic Motivation)

From looking at the different theories of motivation that has been identified and explained above it can be deduced that the concept of motivation can be classified into two; intrinsic motivation and extrinsic motivation (McCornick and Tifflin, 2007; Ndang-William, 2010; Ajayi, 2015; Skripak, Cortes and Walz, 2016). Explaining these two opposite motivation type is to say that they differ in the source of pressure or pleasure that boost each of them (Nduka, 2016). Amabile (1993, p. 185-201) cited in (Nduka, 2016, p. 6) puts forward his position by stating the followings;

1. Individuals or persons are intrinsically motivated when they seek enjoyment, interest, satisfaction of curiosity, self-expression, and personal challenge at work.

2. Individuals or persons are externally motivated when they engage in the work to obtain some goal that is apart from the work itself.

Muogbo (2013) explains extrinsic motivations as being external to the task of the job with examples such as pay, work conditions, fringe benefits, security and promotion, contract of service, the work environment and conditions of work. He further explains intrinsic motivations to be rewards that can be considered to be psychological examples include the opportunity to use one's ability, a sense of challenge and achievement, receiving accolades and appreciation, positive recognition and being treated in a caring and considerate manner.

In the opinion of Story et al. (2009, p. 15) individuals that possess high intrinsic motivation mostly prefer challenging cognitive tasks and can self regulate their behaviours. Hence, offering rewards, settling external goals or deadlines, will do so little for them, unless they are also high in extrinsic motivation. Those employees that possess high intrinsic motivation can be placed on the engaging nature of the task and encouragement of self-set goals and deadlines. It is for this reason that Furnham et al (1998) states that introverts are more extrinsically motivated and extroverts are intrinsically motivated but this does not necessarily apply when looked at thoroughly. Given the explanations of these motivation types, the researcher has come to the understanding that simply applying extrinsic motivation methods without properly addressing intrinsic factors both employees and employers could be doing more harm than good.

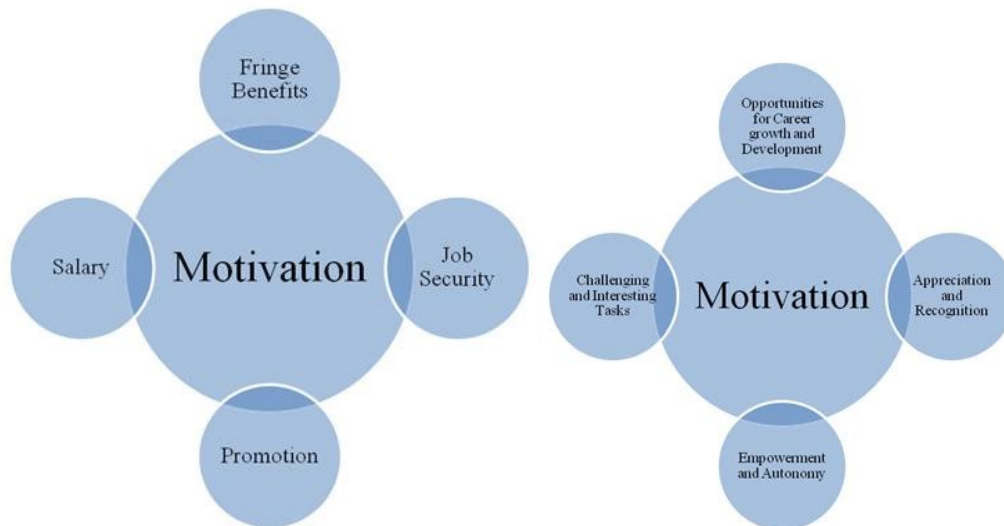


Figure 4: Intrinsic and Extrinsic Motivation

Source: Safiullah (2014).

2.3.1: The Relationship Between Intrinsic and Extrinsic Motivation

The difference between the two types of motivation is apparent and quite obvious, yet many researchers and scholars argue that they both affect each other. An old researcher like Deci (1972) highlights that in some cases extrinsic motivation can limit intrinsic motivation. But it can also be said that this assertion will not be plausible if the money is non contingently distributed. A response by Amabile (1993) to this assertion states that although extrinsic motivation can work in opposition to intrinsic motivation, it can also turn out to be a reinforcing effect. She put it thus: “once the scaffolding of extrinsic motivation is taken care of, intrinsic motivation can lead to high levels of satisfaction and performance” (Amabile, 1993, p. 200). Her research further states that the values of both intrinsic and extrinsic motivation can be very different for employees in general. Conclusively, it can be stated that employees can be both intrinsically and extrinsically motivated to carry out a certain job (Amabile, 1993). Both motivation types can also reinforce each other even though in some cases extrinsic motivation can almost nullify intrinsic motivation (Deci, 1972, p. 14-23). Also, there is the argument that not all

people are evenly motivated, some employees can be intrinsically motivated while others can be extrinsically motivated (Furnham et al, 1998; Hornby, 2010; Nduka, 2016).

Workplace motivation is considered to be a broadly researched topic with several research tailored alongside the concept (Rynes et al. 2004, p. 381-394). One of the early research carried out by Maslow (1943) and Herzberg (1959) showed that motivation in the workplace is performing work or job related action because you want to. But some divergence was brought to the forefront about the importance of certain aspects, but the consensus on the subject matter remains in the fact that motivation is an individual process, described to be deliberate, multifaceted and that the purpose of motivational theories is to predict behaviour (Mitchell, 1982; Skripak, Cortes and Walz, 2016).

Furthermore, the difference between intrinsic and extrinsic motivation can also be explained stating that individuals are intrinsically motivated when they look for pleasure, interest, satisfaction, enjoyment, and curiosity, self-expression or personal challenges in their job (Nduka, 2016, p. 8). An individual on the other hand can be extrinsically motivated when they participate in a job to achieve a goal that is apart from the work itself (Amabile, 1993; Nduka, 2016). According to Herzberg (1959), both motivation types are quite important and should be incorporated in appropriate measures when trying to motivate employees (Saiyadain, 2009, p. 158).

2.4: The Advantages of Employee Motivation in Nigerian Organisations

The advantages, benefits and importance of employee motivation in Nigerian organisations, businesses or industries cannot be underemphasized or overemphasized for that matter, because it provides many benefits.

A. Improves the Level of Efficiency of Employees

The qualifications and abilities of an employee or subordinate are not dependent on his level but rather on how well he can be motivated to perform. To get the best of an employee's job performance, the gap between ability and willingness has to be filled which in turn can help in improving the level of performance of employees and subordinates. The result is an increase in productivity, cost reduction for operations and improving the total efficiency in the workplace (Adi, 2000; Harmon, 2014; Abbah, 2016).

B. Fosters Friendly Relationships

Employee motivation is an important factor that brings about employee satisfaction. This can be achieved by keeping in mind and framing an incentive plan for the benefit of employees (Anka, 1988). The implication of this is that these incentives be it monetary or otherwise, will reduce possible disputes and unrest among employees, the employees will be adaptable to the changes and there will be little or no resistance to the change (Abbah, 2014). This also helps in providing a smooth and sound transition in which employee interests will coincide with that of the organisation, company or business interest and will result in profit maximization through increased productivity (Dolapo, 2018).

C. Leads to Achievement of Organisational Goals

The primary goal of any organisation can be achieved and attained when there is the best possible usage of resources. Also, when there is a cooperative work environment where the employees are goal directed and always act in a purposive manner. Goals can be attained if coordination and cooperation are hand in hand which can only be fostered through motivation (Anka, 1988) cited in (Abbah, 2014).

D. Fosters Stability of Work Force

The work force, that is, the employees of any organisation are the life blood of the said organisation. This implies that the stability of the work force is very important from the perspective of reputation and goodwill concern (Abbah, 2014). An employee can remain loyal to an organisation only when they have the feeling of participation in said organisation's management. Making sure that the skills and efficiency of that employee can remain an advantage to the employers. The ultimate repercussion of this is that the public image of the organisation becomes positively reputable and attracts competent and reputable people as will (Rothberg, 2005).

E. Actionable Human Resource

Whatever concern facing an organisation requires physical, financial and human resources to accomplish the goals (Abbah, 2014). It is only through motivation that the human resource department can utilize every possible factor by making full use of it. This can be achieved by building and fostering willingness in employees to work and will help in securing the best options and resources for the organisation (Rothberg, 2005).

2.5: Employee Job Performance

When discussing the overall organisational performance of a business or an organisation in general it fundamentally depends upon the individual performance of the employees involved (Ali, 2016). Should the individual performance of the employees be high and productive then it contributes to the team performance and ultimately yield a positive impact on the organisational performance observed. Therefore, managers and employers try to maximize the performance of employees to maximize the organisational performance (Osabiya, 2015; Ali, 2016; Ogbogbu, 2017). Motivation is considered to be one of the key factors that can increase the level of employee commitment in carrying out their responsibilities for maximum output (Elomien, 2021, p. 24). Discussed in the context of job performance it takes on factors that encourage employees to pursue and realise set objectives (Abner and Samuel, 2019). There are many factors that affect the performance of employees which include remunerations, rewards, motivation, job satisfaction, organisational commitment, among others (Khan, Farooq and Ullah, 2010).

Researchers Kulchmanov and Kaliannan (2014) state that the most crucial factor in employee job performance is the motivation of the employees involved. It is also for this reason that Raza (2012) previously stated that if an employee is motivated to perform better, he or she find methods and means to improve performance and vice versa. The performance of employees can be maximized by creating a perception around them that shows that their hard work and efforts is valuable for the organisation and is recognized by the management with rewards (Ali, 2016). While this position is considered to be true, Nielsen (2013) highlighted that other factors maximize performance such as providing training and improving the skills of employees. The willingness on the part of the employees to put in their best work without the

compulsion to achieve organisational goals and objectives is considered to be the hallmark of motivation (Gberevbie, 2017).

There is also the satisfaction of employees in their workplace to be considerate about because this encourages them to put in their best efforts towards the completion of a task and the growth of the organisation (Geomani, 2012). Hence, as the researcher progresses, sub-variables like job satisfaction, rewards and competence will be looked at in correlation with job performance.

2.5.1: Definitions of Job Performance

Every organisation or institution needs employees that possess superior performance levels (Ratnasari, Sutjahjo and Adam, 2021). If this is to be considered true it can be understood that the job performance of employees can be disregarded or overemphasised. A definition of job performance will prove useful for the full range of strategies and interventions that the field of industrial-organisational (I-O) psychology can use to improve human performance in many work organisations (Motowidlo and Kell, 2012). According to these authors, a definition of performance should allow for attribution to differences in traits measured in selection programs; participation in training and development programs; exposure to motivational interventions and practices and situational constraints and opportunities.

Motowidlo, Borman and Schmit (1997) and Motowidlo and Kell (2012) defined job performance as being the total expected value to the organisation of the discrete behavioural episodes that an individual carries out over a standard period. The prominent feature of this definition as put forward by the authors is the property of

behaviour which they consider to be the core of how an employee is bound to perform at work.

Benteley et al. (2013) defined job performance as a reference level of success in achieving job requirements. Job requirements being discussed here are guidelines and reference of employees in performing their duties and responsibilities. Sutanto and Kurniawan (2016) stated that working requirements that are met optimally are an indication of the achievement of success rates in the work which remains an important factor of employee performance.

Siahaan et al. (2016) in their research on the performance of employees defined performance as the result of work of a worker, a management process of an organisation as a whole, where the work must be demonstrated in concrete evidence and can be measured or compared with a standard which has been specified.

Barasan, Gunaeon and Sumali (2018) defined performance to be the level of success in carrying out a task and the general ability to achieve goals that have been detected knowledge. It can also be explained to be achieved by a person or group of people within an organisation, following the authority and responsibility of each to achieve the objectives of the organisation concerned legally, not violating the law, and under moral and ethical conduct.

Ratnasari, Sutjahjo and Adam (2020) defined performance to be the result of work shown both quantitatively and qualitatively. The quantitative performance here is concerned with the result obtained as measured by numbers while qualitative performance is shown with the quality like good or badly produced by the employees.

2.5.2: Performance Measurement Framework

Given the definitions above it can be observed that performance can be measured and that when such measurement occurs there must be a reason for it (Nash and Poling,

2012). Furthermore, the measurement should bring to limelight the organisation's overall strategy to attain success (Abioye, 2016, p. 15). It is also of import to note that in a long-term perspective it is necessary to understand the current situation in an organisation and to also rebuild the business process, if compulsory, in the most effective way. This can be achieved by continuing the improvement of the business process based on well put together measurement of an organisation's performance (Niedritis, Niedrite and Kozmina, 2011).

An effective and properly put together business process ensures that the achievement of the organization's goals is all achieved. Also, when performance measurement is carried out, the results should be compared and contrasted with target values to make a decision and know whether the goals were achieved or not (Niedritis, Niedrite and Kozmina, 2011). It is for this reason that Harrington (1991) stated that measurements are the key. "If you cannot measure it, you cannot control it. If you cannot control it, you cannot manage it. If you cannot manage it then you cannot improve it".

From the apex of the organisation, key performance indicators, known popularly as KPIs are the measurements that set the foundation for everything else that is measured or should be measured. However, these KPIs are merely indicators, not the actual goals or objectives for that matter, they are and should be metrics that show how well the organisation, and its employees are performing (Abioye, 2016, p. 15). For many employers and scholars alike the measurement of job performance is notably one of the foremost challenges that they face (Murphy, 2008). The performance indicators that are used in performance measurement are listed below:

- a) Quantity: This explains the number of units that are produced, processed or even sold.
- b) Quality: This explains the quality of the job carried out and can be measured in a different number of ways. A good indicator is the percentage of work output to be redone or even rejected.
- c) Timelines: This explains how fast work is performed and finished.
- d) Cost Effectiveness: This usually deals with the cost of the work carried out and is measured only if the employees have some measure of control over the cost involved in the first place.
- e) Absenteeism: This explains the percentage or number of time that an employee is not at work.
- f) Creativity: This might prove difficult to quantify and even measure as a performance indicator, but with many formal jobs, it proves to be of great importance. Supervisors and employees are mandated to keep track of any creative work and attempt to quantify them.
- g) Adherence to Policy: This explains that the failure to follow an organization's policy can indicate an employee whose performance goals are not in alignment with that of the organisation (Abioye, 2016).

When discussing performance indicators, it should be of note that they should be assessed via certain means to measure performance itself. There are several ways that performance can be assessed, each with its advantages and limitations. Among the common ways to assess job performance are listed below (Hakala, 2008; Abioye, 2016):

- a) Performance Appraisal by the Manager
- b) Self-Appraisal
- c) Peer Appraisal

- d) Team Appraisal
- e) Assessment Center
- f) The 360 Degree Appraisal
- g) Management by Objectives (MBO)

2.6: Remuneration and Job Performance

The word remuneration can be defined simply as an act of reward payment; it is also known as a way of examining the mediating role of normative and affective commitment (Abioye, 2016; Ali, 2016; Ekhayemhe and Oguzie, 2018). The definition of Clark (1982) explained the concept to be a reward given to a person due to the level of performance and commitment shown to an organisation or business. The performance of the individual here leads to a reward and the factors that serve as remuneration for workers include bonus, wages, salaries and leave allowance.

Often when the term 'Employee Remuneration' is referred to it is most likely related to money in addition to wages and salaries (Abioye, 2016; Osibaya, 2015). But employee remuneration is considered first to be a cost-effective phenomenon, one that brings about the motivation for job performance for most employees and workers. It has been suggested that for employee remuneration to be productive and yield the results that are intended of it then the support of the human resource team is needed (Reily and Williams, 2006).

It was McCornick and Tifflin (1979) that stated that rewards in their general sense can be either intrinsic or extrinsic just like motivation. When we talk of the intrinsic rewards, it simply means the rewards that are inherent in the job itself and which an individual

enjoys as a result of completing the task or attaining a certain goal. Extrinsic rewards on the other hand are external to the task of the job, such as pay, working conditions and fringe benefits, security, promotion, work conditions and many other factors. Ajila (1997) stated that for an individual to be motivated at work there must be a need, which the individual would have to see as a possibility of satisfying through some reward. Some employees are willing to be motivated by money and define it within this context. These financial benefits can come in form of wages and salaries, bonuses and allowances (Owoh, 2016). While behaviourists and scholars have tried to downplay the importance of money as a motivator but it cannot be over-emphasized. It is considered to be a crucial and complicated motivator because intertwines needs that ranges from psychological, safety to self-actualization (Owoh, 2016).

Various other studies have look at the relationship between remuneration and job performance like Akerele (2001) whose work indicates that adequate remuneration is related to profits made by the organisation in question. Another study by Bergum and Lehr (2004) showed that employees who received personal incentives performed better than those who did not. Khan (2010) studied the impact of employee remuneration on their job performance within the oil and gas sector in Pakistan. The findings showed a positive relationship between both concepts. Hence, job performance emerged as a determinant of employee remuneration.

Given this positive connection between remuneration and job performance, it becomes imperative for managers to pay close attention to the clause of employee remuneration and all the factors that could increase job performance (Khan and Ziad-ud-Din, 2010). The expectancy theory by Vroom states that people put in the effort because they expect some kind of reward or payment; this claim is mostly true even in today's work

environment. Many employees expect that if they put in more work and their performance increases then automatically their pay should too and should be promoted as well. Hence, the suggestion that organisations should take into account financial rewards like salaries because of the strong effect it has on job performances (Barton, 2002).

2.7: Non-Financial Benefits and Job Performance

According to Owoh (2016), non-financial motivators give personal satisfaction to employees. It is a reward system that gives utmost satisfaction to an individual and can also yield an equal result as financial benefits. Non-financial benefits can be inclusive of promotion, objective appraisal, job security, increased responsibilities, authority, accountability, job enrichment, teamwork, management loyalty to workers, sympathy and transparency, tactful discipline, and good work ambience. Owoh (2016) argues that non-financial motivator carries more importance than the financial motivators which can only last a while and never truly satisfies employees in the long term.

Obisi (1996) states that for motivational tools or techniques to work then they must be dynamic and flexible. Adequate motivation leads to job satisfaction; which is essentially an emotional response and represents the degree to which an employee likes his or her job.

2.8: Empirical Review

Over the years many researchers have conceived the concept of motivation differently, looked at closely motivation is concerned with the strength, direction of behaviour and

also with the factors that influence persons to behave a certain way (Armstrong, 2012). The motivation of any employee begins with the actual realization that there are needs still left unsatisfied, creating tension and making them act a certain way (Elomien et al., 2020, p. 26). It is the satisfaction of these needs that makes employees fulfilment which in turn leads to productivity in the organisation.

Solomon et al. (2012) researched and studied employee motivation and organisational performance in multinational organisations in Nigeria using Cadbury as a case study. Their research aimed looked at the effectiveness of employee motivation in improving organisation performance in the Nigerian manufacturing sector. The research made use of quantitative data (100 questionnaires used), the analysis method used was descriptive and inferential statistics. The study was conclusively able to find a positive relationship between motivation and employee productivity. Therefore, the study recommended that the senior management staff members strive for continuous improvement in their motivation programs to sustain employee's high performance.

Ojogbo, Ofili and Anthony (2018) also conducted research intended to establish the implications of employee motivation on Organisational productivity within the Nigerian media industry. This research was essentially aimed at determining the factors that have been put in place to motivate employees that worked in the Delta State Broadcasting Service to help improve their productivity. The research made use of mixed methods, where data was collected through questionnaires and interviews. The questionnaires were analysed using descriptive and inferential statistics (chi-square). The outcome of the findings showed an important relationship between the benefits and incentives received by these employees and their job performances. Also, the research

showed that financial rewards have a stronger impact on employees than any other form of motivation. Hence, the research recommended that the management of the organisation improves employee motivation techniques and expand their motivation programs to consider some psychological factors.

A final review that will be looked at is Siddiqui and Rida (2019) and Elvina and Chao (2019) who researched the impact of motivation on employee performance in Pakistan. The research looked into the differences therein between intrinsic and extrinsic motivation and their influence on employees' job performance. The study was cross-sectional and used quantitative methodology for about 200 participants. The study essentially revealed that both intrinsic and extrinsic motivation have as much importance on the performance of employees.

The above studies show that there are many ways through which employees can be motivated by their superiors and employers within an organisation. But their needs must be identified and met first. According to Akwara et al (2014), a man's needs arise from having several ends and responsibilities stemming from himself and the society as he interacts with the environment. Hence, team building is also a way of motivating employees in their respective workplace as it allows people to work together and build their capacity for healthy competition ((Elomien et al., 2020).

2.9: Conceptual Framework

The conceptual framework of this research displays and explains the key variables or constructs and the present relationship in the research (Riggan, 2012). The framework

showcases the two types of motivation that leads to job satisfaction and is a determinant for job performance in an organisation.

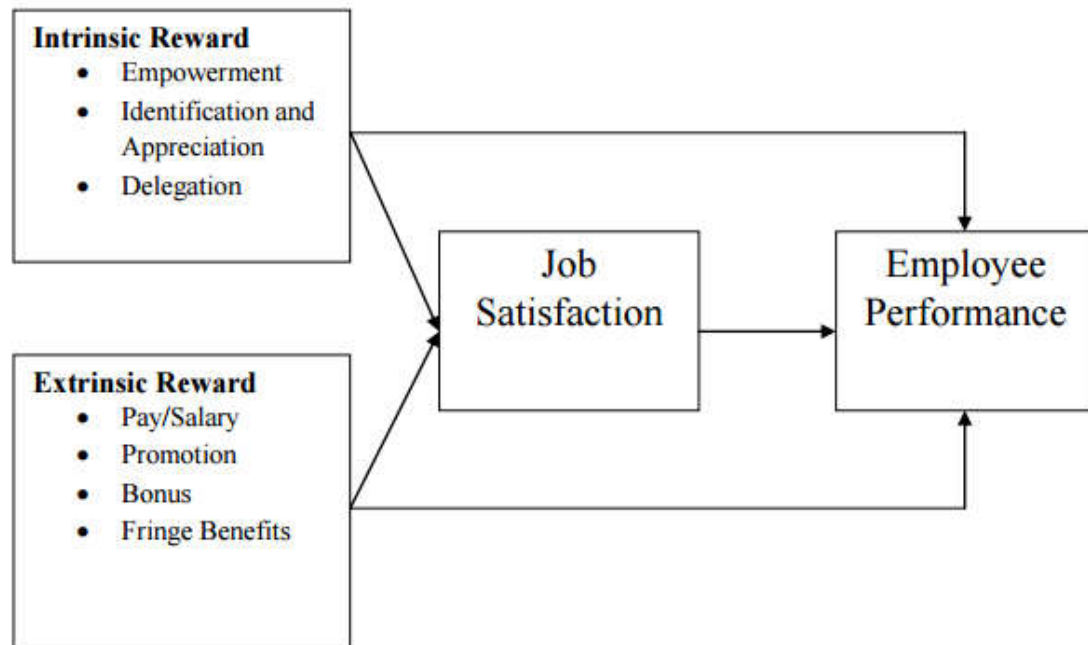


Figure 5: Conceptual Framework

Source: Ali (2016)

2.10: Summary of Literature Review

The researches and studies reviewed have enunciated and shown that motivation and job performance have received significant attention in the past. It also shows that there is a positive relationship between both concepts and the outcomes therein. With motivation comes different types and theories all of which have been discussed extensively above. It is also evident that the review of job performance is at varying degrees dependent on the psychological identification of the employees with their jobs. Employees' job performance is an important foundation that identifies and reveals the rate at which the organisation's job is done. Sub variables like competence, remuneration and rewards were looked at and found to be of import on employee's job

performance but remains contradictory according to some research. Regardless, of the many studies on this subject matter, there are still many areas left unexplored. This is because no similar review has been carried out within the Nigerian banking industry. More so, showing the interaction between motivation and job performance

CHAPTER THREE

RESEARCH METHODOLOGY

3.0: Introduction

The previous chapter identified the main variables, sub-variables, themes, issues and topics considered to be of importance to employee motivation and their job performance. This chapter sets out to explain the researcher's decisions and choice of research methodology and methods; all of which will be used to gather and analyse the data derived from First Bank, Nigeria. The selection of the quantitative method to gathering and analyzing the data collected is justified and discussed in direct correlation with the research philosophy, strategy, methodology and choice. Also, the identification and selection of the sample size are explained extensively, the methods employed to analyse the outcome of the data is also brought to the limelight. Conclusively, the reliability and validity of the research in entirety are outlined while the research ethics are also considered.

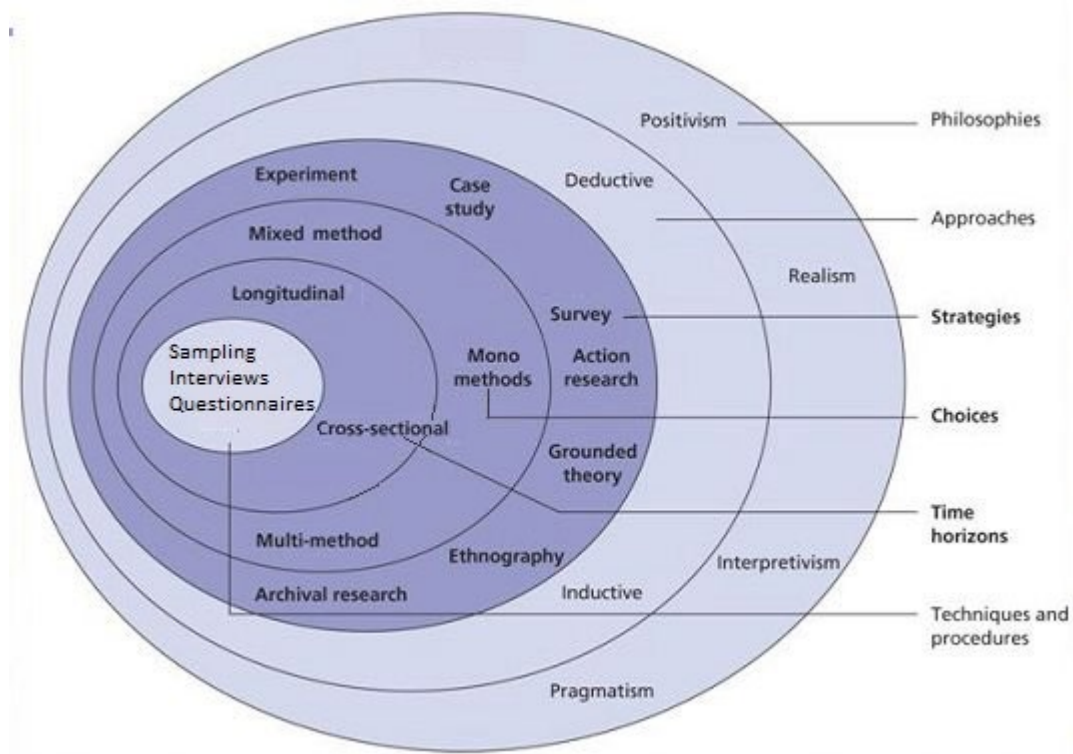
3.1: Research Design and Methodology

The research design is considered to be the general plan as to how the researcher hopes to go about answering the research questions (Saunders, Lewis and Thornhill, 2012, p. 159). It usually contains clear mapped out objectives gotten from the research question, narrows down the sources from which the researcher aims to collect and gather data and discuss ethical concerns and constraints that the researcher will inevitably be encountered with. The research adopted a descriptive survey design to accurately examine the impact of motivation on job performance. This is because the research made use of questionnaires while collecting data on all variables and sub-variables

under investigation simultaneously. This also implies that there was no manipulation of variables of any sort; the dependent variable here being job performance and the independent variable being motivation.

Strauss and Corbin (1990) defined research methodology to be a way of thinking about and studying social realities. It is also considered to be a way to systemically unearth the reasons behind a phenomenon as put forth by Kothari (2008). According to Saunders et al. (2003, p. 3), research methodology primarily helps the researcher to understand how research should be done with theoretical and philosophical assumptions upon which the research is based and the results of these for the method or methods adopted. It is of great importance that the researcher possesses some understanding of all of these to make the best decision for the research. All of the aforementioned observations can be explained using the “research onion” which is essentially used to compare the various layers of the research process (Saunders et al 2009, p. 108). The research onion is comprised of six layers all of which play an important role in the research process and its overall success.

- ✧ Philosophy
- ✧ Approach
- ✧ Strategy
- ✧ Choice
- ✧ Time Horizon
- ✧ Technique



1:

Figure 6: Saunders' Research Onion

Source: Saunders et al (2009)

3.2: Research Philosophy

A research philosophy most certainly refers to the explanation of philosophical choices made in a research study (Ali, 2016). It is also known to be related to epistemological considerations which deal with principles and ethos that are applied in research to garner acceptable knowledge. According to Saunders, Lewis and Thornhill (2009, p. 124), it is a system of beliefs and assumptions about the development of knowledge, it is essentially what a researcher does when embarking on a research. During the research, assumptions are made, these assumptions could be about human knowledge and the nature of the realities encountered in a research shapes how the researcher understands the research questions, the methods decided on and also the interpretations of research findings. Hence, the research philosophy of a researcher can be thought of as their

assumptions about how they view the world generally (Saunders, Lewis and Thornhill, 2012, p. 128).

There are several philosophies that researchers base their research on, such as positivism, interpretivism and pragmatism (Wilson, 2014).

At its core, interpretivism advocates that it is important for researchers to understand the differences between humans in our role as social actors. This philosophical approach highlights the major difference between conducting research among people rather than about mere objects (Saunders, Lewis and Thornhill, 2012, p. 137).

Interpretivism stems from two distinctive intellectual philosophical traditions, they are phenomenology and interactionism (Saunders, Lewis and Thornhill, 2012).

Phenomenology in simple terms explains how humans make sense of the world around them. Interactionism is where humans are in a continuous process of interpreting the social world around us and also interpret the actions of others with whom we interact, and this interpretation leads to adjustments of our meanings and actions. Important to the interpretivist philosophy is the researcher's empathetic viewpoint with the participants or respondents (Saunders, Lewis and Thornhill, 2012, p. 137). However, the fundamental position of this school of thought is that the subject matter of social research is required to study and gain acceptable knowledge regarding social phenomena (Bryman, 2012).

Pragmatism is considerably a simple and straightforward school of thought that holds that claims, propositions and arguments are true if they work and false if they do not (Ali, 2016). This philosophy is mostly used for mixed research methods, which is a fusion of qualitative and quantitative methods. Finally, there is positivism which asserts that the methods and techniques of natural sciences are applied in social research and

to study social phenomena (Ali, 2016). It stems from the ontological assumption that reality exists in the world (Blaikie, 2007), this is independent of whether an attempt is made to uncover said reality which correlates to the development of knowledge and the nature of that knowledge quite possibly contains important assumptions about the researchers view of realities (Cousins,2003).

In this research, the phenomena under consideration are employee motivation and job performance; the aim is to access the impact of the former on the latter. Employee motivation and their job performance is already a reality, independent of researchers. Knowledge is also attained and verified via direct observations and measurements using methods of natural sciences, such as statistical techniques in studying these phenomena and their parts (Colls and Chapman, 2003). For this research, the most appropriate epistemological assumption is **pragmatism** which is a fusion of both positivism and interpretivism. This leads to credible data that provides the basis for addressing the research questions, aims and objectives (Mark et al., 2009). Since the researcher and the phenomena are two different things, the researcher can study the phenomena of choice without influencing it in any form (Brauers and Weber, 2006). But also considers that positivist and interpretivism positions within the scope of the research and according to the research question are advisable.

3.3: Research Approach

In research two approaches can be taken by a researcher; they are the inductive and deductive approaches (Saunders, Lewis and Thornhill, 2009). Bryman and Bell (2012) describe the deductive approach (top-down) reasoning as a study that begins by collecting general observations about the phenomenon and analyses data and also

makes specific observations. Deduction has its roots in research in the natural sciences, but the emergence of social sciences in the 20th century made researchers wary of deduction. This was because of the important need to derive an approach that allows a cause-effect link to be made between particular variables without an understanding of how humans interpreted their social world, this is notably the advantage of the inductive approach (Saunders, Lewis and Thornhill, 2012, p. 146). It usually begins with the development of research hypotheses, which helps test the theory, and the design of the research strategy is further used to test these hypotheses. It is also typical that a theory is tested with this approach. On the other side of the fence is the inductive approach (bottom-up) which refers to a research that begins with making specific observations and identifies patterns to work its way to arrive and draw general observations (Tashakkori and Teddlie, 2010). Sanders, Lewis and Thornhill (2012) explain that in inductive reasoning, there is a gap in the logical argument that exists between the conclusion and the premises that are observed, invariably the conclusions being judged must be in agreement with the observations made.

The researcher here adopts an **inductive approach** because it allows meaning to emerge from the data, as the researcher acquires and collects them to identify the patterns and relationships to build a plausible theory. However, it does not prevent researchers from using ready-made theories to formulate their research questions and also identify concepts to be explored in the research process. This approach was chosen by the researcher by first collecting data via questionnaires from the employees of the chosen bank, First Bank Nigeria, PLC. Hence, the inductive approach will look thoroughly at the information gathered by investigating, refining and relating these ideas and philosophies to the literature.

3.4: Research Strategy

Research strategy is considered to be the processes of collecting, analysing, and interpreting observations in the course of the research. According to Yin (2009), the choice of a strategy in research is determined mostly by the questions asked, the research must allow the researcher to plan how to best answer the research questions and meet the research objectives and aims as well. Several research strategies can be employed which include experiments, surveys, case study, action research, ethnography and archival research (Saunders, Lewis and Thornhill, 2009; Pickard, 2012). It is known as the foundation of a study and choices made must tally with the research approach (Ali, 2016). As opposed to the numerous research strategies to pick from, this research adopts a **survey strategy**. The Survey strategy which according to Saunders et al. (2009) is more feasible and the most popular method in business and management research. Surveys are the most frequently used strategy by researchers to answer who, what, where how much and how many questions are to be discussed in the course of the research. Furthermore, the survey method allows that the researcher learns about the opinions, attitudes, expectations, and intentions of the respondents. This is because the back and forth of the research process should seek to understand the viewpoint of all involved. The researcher also has more control over the research process and also collect a large amount of data economically. Hence, the reason for the researcher choosing this research method.

3.5: Research Choice

According to Saunders et al. (2009, p. 103), there are three research choice methods to choose from; mono method, mixed-method and multi-method. A mixed methods research design as put forward by Fischler (2017, p.10) is considered to be a procedure for collecting, analyzing, and mixing both quantitative and qualitative research and

methods in a single study to understand and research a problem. For any researcher to properly utilize this research design effectively and efficiently the researcher must have in-depth knowledge of both qualitative and quantitative data research. The mono method is the basic choice between using a single data collection technique and corresponding analytical procedure already discussed, it could either be qualitative or quantitative (Saunders, Lewis and Thornhill, 2012, p. 16). Also, the mono method is much easier to plan and carry out for researchers because of its straight forwardness (Maxwell, 2005). Finally, the multi-method approach refers to the use of multiple (quantitative or qualitative) in conducting a research (Creswell, 2003). It also helps to obtain full answers and increase the depth of understanding (Mingers, 2001).

This research however adopts a mono method using quantitative research methodology alone as opposed to qualitative or mixed. When discussing the **quantitative** research methodology it is essentially a type of educational research where the research entails what is to be studied, asks specific, narrow questions, makes the effort to collect quantifiable data from respondents, most likely a large number of people, analyzes these numbers using statistics and conducts an inquiry in an unbiased objective manner (Fischler, 2017). The quantitative research methodology essentially comprises of;

- ✧ Collecting numerical data that can be tested through statistical analysis.
- ✧ Examples of the appropriate data collection methodologies include performance tests, personality measures, questionnaires, content analysis.
- ✧ The data gathered are referred to as hard data.

Qualitative research methodology, on the other hand, is an educational research where the researcher mostly relies on the views of the respondents; ask broad and general question, also collect data mostly made up of words or texts from the respondents;

describes and analyzes these in themes; and also conducts the inquiry in a subjective biased manner (Fischler, 2017). This methodology is essentially comprised of;

- ✧ Listening to the respondents' voice and subjecting the gathered data to analytic induction by finding common themes.
- ✧ It is more exploratory by nature
- ✧ The methods of data collection include interviews, open ended questionnaires, observations, content analysis and focus groups.

Given the explanation above the researcher decided to adopt the mono method using the quantitative methodology to be able to delve into the validity of the responses gathered and also make sure they are based on hard facts from the respondents.

3.6: Research Time Horizon

This is considered to be a crucial part of methodology because while planning the research, the researcher has to identify and state if the research in question is to be a “snapshot” taken at a particular time frame or it is to be a diary or series of snapshots which will represent events over some time (Saunders et al., 2009, p. 155). The time horizon is majorly categorized into two parts which are the **cross-sectional studies** and **longitudinal studies**.

- ✧ **Cross Sectional Studies:** This involves the study of a particular phenomenon at a particular time. This is usually for a time and is majorly applicable to academic research (Saunders et al., p.155).
- ✧ **Longitudinal studies:** This on the other hand is carried out over a long time and can study change and development. It involves observing the nuances of people, events and environment over a long period to measure all the variables being studied by the researcher (Saunders et al., 2009, p.155).

For this research though it can be observed that the best suited time study is the cross-sectional study because of the time constraint that this researcher has to work with while gathering data.

3.7: Data Collection Methods

In data collection, there are essentially two types of data known as the primary data and secondary data. The secondary data on one hand can be seen as data collected for other purposes which the researcher would have to reanalyze and examine for it to fit perfectly into his or her research. The secondary data is mostly comprised of raw data and published summaries as well and can be collected for research purposes. Some companies collect and store secondary data for many other operations and access is usually negotiated with them (Saunders et al. 2009, p. 256-257). On the other hand of the spectrum is primary data which consists of information gathered from the respondents which could be in the form of interviews or questionnaires. This research essentially makes use of just questionnaires and explains below why it does so.

Questionnaires are a written set of questions that are distributed to respondents to record their answers and views. Within the questionnaire, respondents can read questions, interpret them as they see fit and know what is expected of them and then choose or write down the answer that is best suited (Kumar, 2011, p. 144). According to Sanders et al. 2009, p. 177), surveys that make use of questionnaires are popular because they allow the collection of data from a sizable population in a highly economical way. While using this method the respondents are also allowed to choose a set of answers which could sometimes be open ended questions which gives them the leisure of answering the questions in their way.

The survey questions on employee motivation and job performance will be used in this research to achieve total construct reliability, validity and correlation among strategic alignment and the adoption of motivation techniques as solutions for poor job performances in First Bank Nigeria, PLC.

3.8: Sample Size

In the opinion of Sekaran and Bougie (2010), a sample is a group of some members that have been selected from a whole population to provide the researcher with the ability to describe conclusions about the population being studied. For an objective researcher to answer the research questions, he or she might find the need to undertake an in-depth study that is centred on some small cases, this can make the information rich and also help the researcher gain theoretical insights (Saunders, Lewis and Thornhill, 2012, p. 283). In the course of this research, respondents are interviewed gaining primary data via questionnaires carried out on the employees of First Bank of Nigeria PLC as they are the most affected when it comes to motivation and job performance.

First Bank Nigeria is a known multinational bank and financial service company. It is also known to be Nigeria's largest financial service company serving about 8 million customers through over 750 nationwide branches, online services, with its global reach and is Nigeria's largest bank by assets (Ajayi, 2015). As is with any big organisation, First Bank Nigeria is also confronted with the problem of developing and sustaining staff engagement through motivation. This study is carried out among the employees of the bank within the Lagos-Ikorodu axis. 100 well-structured questionnaires were administered with the branch and a total of 72 questionnaires were received back to be analysed.

3.9: Research Ethics

Saunders et al. (2009) states that there is a strong possibility of ethical issues arising while planning a research. This could be related to either seeking access to different organisations, collecting data, analysing data and also reporting the data derived. Due to all of these, the researcher must use the information gathered for the dissertation alone and nothing else as all data is considered to be private and confidential. In the words of Bryman and Bell (2011, p. 136) the right to privacy is a tenet that many hold dear, and transgressions of that right in the name of research are not regarded as acceptable. When discussing research ethics there are a number of them that arise at different stages of the research project. They are as follows (Saunders et al. 2009, p. 185-186);

1. The privacy of participants
2. Voluntary nature of the participants
3. Consents and possible deception of participants
4. Data confidentiality
5. Reactions to participants
6. Attitude and behaviour of the researcher himself

According to Lund Research (2012) the principles of research ethics are as follows:

1. To obtain informed consents from respondents
2. Minimize the risk of respondents
3. Protect their anonymity
4. No deceptive practices
5. Give respondents the freedom to withdraw from the research.

The research project made sure to follow the set guidelines provided by the school and also survey protocols. It allows for respondents to remain anonymous and also have decisive power over what questions to be answered. Therefore, the researcher did not fail to put the rights of respondents at the forefront of the research. Every respondent was a willing participant

3.10: Reliability and Validity of Study Instrument

The validity of the research instrument was carried out to ensure the measurement within the context of the objectives and also to determine what the impact of employee motivation has on their job performance, within First Bank Nigeria, PLC. The face validity was carried out via the submission of the questionnaires to a supervisor who was able to help with appropriate suggestions and corrections to ensure validity. The questionnaire made use of the Likert scale and the ticking of appropriate choices for better performance and reach of the instrument. The researcher here recommends that further studies still be carried out on the subject matter as it will still prove relevant in the future.

3.11: Data Analysis Method

The research data that has been gathered was analyzed making use of the descriptive statistical method. By the descriptive statistical method, the researcher used a simple percentage value (%) and also clear frequency distribution table. This is used to analyse the respondents' demographics and also a used to analyse the research objectives. The entire research analysis was carried out making use of the Statistical Package Social Science (SPSS).

CHAPTER FOUR

DATA ANALYSIS

4.0: Introduction

The purpose of this chapter is to present the results of analyzed data collected through the primary research method, which in this case was through the self-administered questionnaire. The data was collected based on research objectives. Cooper and Schindler (2001) state that data analysis involves minimizing the accumulated data to a manageable size, developing summaries, citing patterns and conclusively applying statistical techniques and interpreting them. Below is the analysis of the data collected from the employees of First Bank Nigeria, PLC. The questionnaire was intended for about 100 employees, but the researcher was able to get back 72 responses from the employees. Given the time frame and location, the researcher carried out an online survey which proved efficient and helped to make the work easier and respondents accessible.

4.1 Table Presentation and Interpretation of Respondents

Demography

Table 1 below shows the distribution of respondents based on sex, based on the results of the data analyzed showed that 44.4% were male, 43.1% were female and 12.5% of the respondents prefer not to indicate their sex this implies that this research had almost an equal number of both sexes that participated in this survey.

Table 1: Distribution of Respondents Based on Sex

Items	Options	Frequency	Percentage
Sex	Male	32	44.4

	Female	31	43.1
	Prefer not to say	9	12.5

Source: Field survey, 2021

Table 2 below shows the distribution of respondents based on marital status, the results indicated that the majority of the respondents, 52.8% were married, less than half were single, 44.4% and the rest were divorced.

Table 2: Distribution of Respondents Based on Marital Status

Items	Options	Frequency	Percentage
Marital status	Single	32	44.4
	Married	38	52.8
	Divorced	2	2.8
	Widowed	---	---

Source: Field survey, 2021

Table 3 below displayed the distribution of respondents based on age, the results showed that 34.7% of the respondent are between the age bracket of 25 to 29 years which is the second-highest respondents percentage. Results of the analysis showed that age bracket of 30 to 34 years has the highest respondent percentage of 45.8%.

Table 3: Distribution of respondents based on age

Items	Options	Frequency	Percentage
Age	25 – 29	25	34.7
	30 – 34	33	45.8
	35 – 39	7	9.7
	40 – 45	6	8.3
	Above 45	1	1.4

Source: Field survey, 2021

Table 4 below shows the distribution of respondents based on Rank/position/held, analysis showed that 25% of the respondents were executive trainee, 33.3% of the respondents were banking officer. These two were the highest respondent percentage on the table, this implies Executive trainee and Banking officer make up the most of employees within First Bank Nigeria, PLC.

Table 4: Distribution of respondents based on Rank/position/held

Items	Options	Frequency	Percentage
Rank/position/held	Executive trainee	18	25
	Assistant banking officer	5	6.9
	Banking officer	24	33.3
	Senior banking officer	12	16.7
	Assistant manger	6	8.3
	Deputy manager	2	2.8
	Senior manager	2	2.8
	Assistant general manager	1	1.4
	General manager	1	1.4
	Deputy general manager	1	1.4

Source: Field survey, 2021

Table 5 below shows the distribution of respondents based on Education qualification; the results showed that majority of the respondents were graduate.

Table 5: Distribution of respondents based on Education qualification

Items	Options	Frequency	Percentage
Education qualification	Diploma		4.2
	Graduate		63.9
	Postgraduate		31.9

Source: Field survey, 2021

Table 6 shows the distribution of respondents based on Length of service, the analysis showed that between 36.1% are between 0 – 3 years length of service, 47.2% were between 4-6 years length of service, 9.7% were between 7-9 years length of service and the rest have 10 years and above length of service.

Table 6: Distribution of respondents based on Length of service

Items	Options	Frequency	Percentage
Length of service	0 – 3 years	26	36.1
	4 -6 years	34	47.2
	7 – 9 years	7	9.7
	10 years and above	5	6.9

Source: Field survey, 2021

Tables 1-6 and the summaries show the demographics of the respondents and employees of First Bank Nigeria, PLC. The demography of employees gives the researcher an insight of the type of people responding to questions asked and answered while also protecting their anonymity.

4.2: Factors That Motivate Employee To Perform (Intrinsic and Extrinsic Motivation Scale).

Table 7 below shows the factors that motivate employee to perform, based on the analysis 29.2% of the respondents acknowledged that Job interest/satisfaction can serves as a motivation for employee to perform, 20.8% went for Job challenges and opportunity as a source of motivation. 15.3% of the respondents acknowledged that a good manager and team membership as their source of motivation. 13.9% picked

ambience, prestige or recognition as a source and factor of motivation. The highest results showed that 47.2% of the respondents acknowledged monetary benefit and fringe as motivation factor for employees to increase performance and 48.6% of the respondents approved Good reward system has a factor that motivate employee to perform well. The good reward system has the highest percentage which means it is the most influenced motivation factor. This implies that employees expect a certain kind of reward for their performances while also serving as motivation for whatever future performance to be carried out.

Table 7: Factors That Motivate Employee to Perform

Items	Options	Frequency	Percentage
What factor motivate you to perform well at your job	Job interest/satisfaction	21	29.2
	Job challenges and opportunity to learn	15	20.8
	A good manager/team	11	15.3
	Ambience/prestige/recognition	10	13.9
	Benefit monetary and fringe	34	47.2
	Good reward system	35	48.6
	None	---	---

Source: Field survey, 2021

4.3 Consideration for Promoting Good Performance On The Job

The Table 8 below shows the what employees consider as the most effective factor or technique for promoting good performance on the job. The table displayed the analysis results thus: 73.6% of the respondents state that rewards fat pay packages, another fringe benefit as the most effective for promoting good performance on the job, 23.6%

went for Work life balance culture and lastly 30.6% acknowledged great leadership. This result means that more than half of employees within First Bank Nigeria consider rewards, fat pay packages and fringe benefits to be most effective and triggering of a good performance on the job.

Table 8: Consideration for Promoting Good Performance On The Job

Items	Options	Frequency	Percentage
What will you consider as most effective for promoting good performance on the job	Rewards fat pay packages, and fringe benefit	53	73.6
	Work life balance culture	17	23.6
	Great leadership	22	30.6

Source: Field survey, 2021

4.4 Employee Salary Satisfaction

Table 9 shows the Salary satisfaction of the respondents, where **VSA** is Very Strongly Agree; **SA** is Strongly Agree; **A** is Agree; **D** is Disagree; **SD** is Strongly Disagree; **VSD** is Very Strongly Disagree.

The table showed that 44.5% of the respondents supported the statement that “My monthly pay is enough to meet my financial obligation” and 55.6% of the respondents went against it. Hence, implying that the salaries and monthly payments of employees within the bank is considered to be less than satisfactory for them. Looking at the table, 65.3% of respondents were in support of the statement “My pay packages is commensurate to my contribution to the job” and 34.7% were against it. The analysis further shows that 93.1% of the respondents agreed that they are paid the same amount

as my colleagues of the same status within the organization and 8.3% were against it. The results also showed that 40.3% of the respondents supported that Fringe benefit/welfare package is satisfactory and 59.8% were against it. Considering the statement that “My pay is able to afford me a quality lifestyle” 25.1% agreed with it and 73.6% of the respondents were against it. The statement “I would quit my job if I get another with a higher salary and welfare package”, 94.5% respondents were in support of it while 4.2% of the respondents disagreed. The analysis of the statement “I would remain with my current organization regardless of what I am paid "showed that 13.9% agreed to it and 84.7% respondents were against it. Finally, the statement“I would remain with my current organization because I am satisfied with my current salary”, showed that 18% respondents agreed and 80% were against it.

Table 9: Salary satisfaction (Remuneration and Financial Scale)

Salary satisfaction	VSA	SA	A	D	SD	VSD
	%	%	%	%	%	%
My monthly pay is enough to meet my financial obligation	2.8	13.9	27.8	38.9	11.1	5.6
My pay packages is commensurate to my contribution to the job	1.4	8.3	51.4	34.7	---	---
I am paid the same amount as my college of the same status within the organization	1.4	18.1	73.6	6.9	1.4	---

My Fringe benefit/welfare package is satisfactory	1.4	9.7	29.2	41.7	15.3	2.8
My pay is able to afford me a quality lifestyle	2.8	4.2	18.1	25	15.3	33.3
I would quit my job if I get another with a higher salary and welfare package	52.8	18.1	23.6	2.8	...	1.4
I would remain with my current organization regardless of what I am paid	---	2.8	11.1	48.6	22.2	13.9
I would remain with my current organization because I am satisfied with my current salary	---	8.3	9.7	37.5	18.1	25

Source: Field survey, 2021

4.5 Non-Financial Scale

Table 10 shows the Salary satisfaction of the respondents, where **VSA** is Very Strongly Agree; **SA** is Strongly Agree; **A** is Agree; **D** is Disagree; **SD** is Strongly Disagree; **VSD** is Very Strongly Disagree.

Table 10 below shows the analysis of non-financial scale, the analysis showed that 97.2% of the respondents had in service training since they joined the bank and 1.4% did not. Based on the analysis 97.2% supported the statement that “My immediate boss supervises his or her subordinate” and 1.4% not in support of it. Coming down to “My

boss supervision has motivated me to perform”, 88.9% of the respondents were in total support of the statement and 9.7% of the respondents were not. Looking at the statement, “I am satisfied with my job” 76.4% of the respondents responded in the affirmative and 22.3% negatively. The table showed that 76.4% respondents agreed that their job satisfaction has increased their job performance and 22.2% did not. Finally, the statement “Other factors like job interest, challenges, opportunities and recognition are of importance when I make a job decision” derived 95.8% positive response from the respondents and about 2.8 negative response.

Table 10: Non-Financial Scale

Non-financial scale	VSA %	SA %	A %	D %	SD %	VSD %
I have had in service training since I joined the bank	9.7	19.4	68.1	1.4	---	---
My immediate boss supervises his or her subordinate	15.3	20.8	61.1	1.4	---	---
My boss supervision has motivated me to perform	4.2	27.8	56.9	9.7	---	---
I am satisfied with my job	1.4	13.9	61.1	18.1	---	4.2
My job satisfaction has increased my job performance	4.2	13.9	58.3	19.4	---	2.8
Other factors like job interest, challenges, opportunities and recognition	22.2	33.3	40.3	2.8	---	---

of importance when I make a job decision						
---	--	--	--	--	--	--

Source: Field survey, 2021

4.6 Job Performance Scale

Table 11 shows the Salary satisfaction of the respondents, where **VSA** is Very Strongly Agree; **SA** is Strongly Agree; **A** is Agree; **D** is Disagree; **SD** is Strongly Disagree; **VSD** is Very Strongly Disagree.

Table 11 shows the Job performance scale of employees within the Bank of focus and how their performance can be rated. The results showed that a good majority of 97.1%, of the respondents acknowledged that their work volume is adequate while 2.8% did not. Also, 93.1% of the respondents stated that their internal process are strong enough to guarantee high quality output all the time as opposed to the 5% that said otherwise. Looking at the statement “Our process are well outlined, and work output is error free”, 86.2% supported the statement while the rest were against it. Concerning the statement " Our internal operations are well automated, and customers are served via different channels”, 100% of respondents were in support of it. The table showed that 95.8% were all in support of the statement “Processes within my place of work have sharpened my personal career goal” and 4.2% of the respondents were not. Based on the analysis, almost 100% of the respondents. 97.2% agreed that “My job is equipping me with skills for a future career” and 2.8% were not. Concerning the statements, “I am making progress in my career” 95.8% of respondents agree with the statement while 4.2% do not.

The statement “I am seeking out new career opportunity” triggered 93.1% affirmative from the respondents and a 6.9% negative. 75% affirmed that their workplace allows for innovativeness while 25% disagreed. Where 94.5% further stated that there were new ideas under implementation at their bank and the other minute percentage of people said otherwise. 100% of respondents asserted that there was indeed a well-placed structure for teams in the bank; 79.2% also agree that their job descriptions were clearly stated and not ambiguous at the very least, 21% thought otherwise. Whereas the table also showed that 94.5% of these respondents understood what the bank management wanted from them as employees of the bank and 5.6% of them did not. There is also the 97.2% of respondents that agree that carrying out their job contributes to the bank’s objectives and the others did not. 94.4% of respondents agree that they do their fair share of promotion for the bank and 5.6% do not. The respondents 86.1% of them stated that they do get formal recognition for the work that they do; 59.7% agree that there is job security where 40.2 negates this statement. Finally, on the flexibility of their working hours, a minute 23.9% agree and a large percentage, 76.1% disagree.

Table 11: Job Performance Scale

Job Performance Scale	VSA	SA	A	D	SD	VSD
	%	%	%	%	%	%
My work volume is adequate	5.6	16.9	74.6	2.8	---	---
Our internal process are strong enough to guarantee high quality output all the time	5.6	27.8	59.7	5	---	---

Our process are well outlined, and work output is error free	5.6	27.8	52.8	12.5	1.4	---
Our internal operations are well automated, and customers are served via different channels	5.6	31.9	62.5	---	---	---
Processes within my place have sharpened my personal career goal	4.2	31.9	59.7	4.2	---	--
My job is equipping me with skills for a future career	9.7	30.6	56.9	2.8	---	---
I am making progress in my career	9.7	31.9	54.2	4.2	---	---
I am seeking out new career opportunity	13.9	30.6	48.6	6.9	---	---
My work place allows me to be innovative	4.2	16.7	54.2	22.2	1.4	1.4
There are new ideas under implementation at my bank	5.6	22.2	66.7	5.6	---	---
My bank has well-structured teams	12.5	30.6	56.9	---	---	---
Our jobs are clearly defined and not ambiguous	6.9	30.6	41.7	18.1	2.8	---

I understand management expectations of me as documented in my job description	15.3	23.6	55.6	4.2	1.4	---
My job contributes to the organisations bottom line	11.4	34.3	51.4	2.9	---	---
I promote my bank with pride always	22.2	23.6	48.6	5.6	---	---
I get formal recognition for my efforts	11.1	19.4	55.6	13.9	---	---
There is job security	1.4	13.9	44.4	31.9	6.9	1.4
I am allowed flexible working hours	1.4	7	15.5	42.3	19.7	14.1

Source: Field survey, 2021

4.7 To Investigate And Evaluate The Impact Of Motivation On Employee Job Performance

Table 12 shows the regression table analysis results indicating the impact of motivation on employee job performance. The regression adjusted R^2 is 0.717, indicating that the independent variable explains about 71.7 percent of the variance in the dependent variables, while the remaining 28.3 percent is explained by variables outside the model. The results of the regression analysis on the table shows that T-value is 2.248 and the guideline for this test is that if the T stats > Critical Value then we reject Null Hypothesis but If the Tstats < critical value then we cannot reject the Null hypothesis irrespective of the signs positive or negative we accept it. The critical value is 1.96 and

based on the results the T stats (T value) is greater than the critical value which means that motivation has a significant impact on employee job performance

Looking at the p value results on the table, the critical p value (standard p value) used for this analysis is 5% (0.05) The results showed that the p value (0.036) is lesser than the critical p value (0.05) meaning that there is a significant relationship between motivation and employee job performance, this signifies that motivation has impact on employee job performance in Nigeria banks. This result is in line with the previous results which is the regression T value.

The table also showed that the regression coefficient is positive (0.087) which means that we do not just have a significant relationship between motivation and employee job performance, this positive regression coefficient means that increase in employee motivation will lead to increase in job performance and vice versa. The F-value (39.42) is large, indicating that our data matched well with a significant p-value of 0.036.

Table 12: Regression table

	Regression Coefficient	Adjusted R-squared	T	F	Sig
Motivation	0.087	0.717	-2.248	39.42	0.036

Dependent variable is employee job performance

Significance @ 5%

ADJUSTED R² = 0.717

CHAPTER FIVE

DISCUSSION OF RESULTS

5.0: Introduction

In this chapter the results of the data collected by the researcher will be reviewed and interpreted, the results and implications will be further discussed as the project goes on. Since the dissertation makes use of the mono method, the researcher will be looking at the results from the quantitative analysis where common themes are identified, discussed and analyzed together with themes, ideas and topics from the literature review. The researcher must construct a discussion of the research results and the literature whereby one is analyzed and discussed in the context of the other. Several versions of this process have helped the researcher establish the topics that have emerged from the results and literature. These topics help guide the discussions into the factors or possible factors that impact employee motivation and their job performances.

5.1: Research Objectives 1

✧ **To Examine The Elements Or Factors That Motivate Employees' Job**

Performance in First Bank, PLC

The first research objective is to examine, explore and understand what essentially motivates employee job performance. To arrive at this point the concept of motivation be explored and revealed to its barest minimum. Hence, the literature review highlighted some academic definitions by different scholars. Armstrong (2012) defined motivation as the force that energizes, directs and sustains behaviour towards the realization of stated objectives. A fairly recent definition of motivation was put for by Abner and Samuel (2019) as one of the key factors that can enhance the level of employee commitment in carrying out their responsibilities for maximum output. In the

context of performance, it takes on factors, zeal, and encourages employees to pursue and realize set objectives. The maximum performance output of an employee is dependent on their motivation levels. Barasan, Gunaeon and Sumali (2018) defined job performance to be the level of success in carrying out a task and the general ability to achieve goals that have been detected knowledge. It can also be explained to be achieved by a person or group of people within an organisation, following with the authority and responsibility of each, to achieve the objectives of the organisation concerned legally, not violating the law, and in accordance with moral and ethical conduct.

The concept of motivation can be classified into two; intrinsic motivation and extrinsic motivation (Ndang-William, 2010; Ajayi, 2015; Skripak, Cortes and Walz, 2016). Explaining these two opposite motivation types is to say that they differ in the source of pressure or pleasure that boost each of them (Nduka, 2016). This means that employees can be intrinsically motivated if they derive enjoyment from their work. Here the employee (s) highlight interest in their jobs, the satisfaction of curiosity, self-expression, and personal challenge at work. Whereas, employees are extrinsically motivated when they engage in their work to obtain some goal that is apart from the work itself such as rewards most likely financial Amabile (1993, p. 185-201) cited in (Nduka, 2016, p. 6).

Given the distinction of the type of motivation in existence, it is understandable that each motivation type can serve as a factor for motivation among employees. Hence, the researcher put forth a series of possible factors that can serve as motivational factors that trigger employee job performance in First Bank Nigeria, PLC. Respondents were asked to choose from some options of what factors motivate them to perform well at their jobs. These options circumvent both intrinsic and extrinsic motivation. The aim

of the researcher here was to understand not just the factors that invariably motivate employees but also to know under what spectrum they fall. From the response given, the researcher was able to gather that 29.2% considered job interest or satisfaction; 20.8% considered the job challenges and the opportunities to learn; 15.3% considered that a good manager and team is motivation enough; 13.9% affirmed for workplace ambience, prestige and recognition; 47.2%, on the other hand stated that monetary benefits and fringe benefits served as a motivation factor for good job performance and finally 48.6% considered a good reward system.

With the percentage of respondents above it is clear that a good number of First Bank employees consider monetary or fringe benefits as a credible motivation factor for job performance and the other percent of respondents consider a good reward system put in place by the management to be a good motivational factor for job performance. Here a good reward system does not have to be strictly financial but could include promotions when deserved, compensation packages, good welfare and vacation packages. This commemorates the observation of (Osibaya, 2015; Abioye, 2016;) that employees and individuals can be motivated by different things depending on their personality and need when carrying out a particular action or job. But there is always more emphasis on the financial aspect of motivation as it fosters a positive response from employees and individuals as well as proven by the results above. Although some scholars find that using financial incentives to motivate employees to perform better can prove difficult for management and is not sustainable (Roots, 1988; Soltani, 2016). The results of this research show that a good monetary benefit and good reward system is the highest form of employee motivation to increase performance. This can be collaborated by the findings of Ojogbo, Ofili and Anthony (2018) in which it was stated

that financial rewards have a stronger impact on employees than any other form of motivation.

5.2: Research Objectives 2

✧ To Investigate and Evaluate The Impact Of Motivation On Employee Job Performance in First Bank, PLC.

The concept of motivation has been used in many contexts and in correlation to many other variables but when discussing employee motivation what it implies is the inner striving that initiates an employee's actions (Owoh, 2016). The literature review showed that employee motivation affects the potential outcomes of how well an organisation thrives or fails due to the performance of the employees (Ali, 2016; Elomien et al. 2021). The literature already highlighted that motivation is considered a powerful tool that reinforces behaviour and triggers the tendency to continue with whatever mission that has been stipulated (Luthan, 1998; Kallimullah, Yaghoubi and Moloudi, 2010). Since this is the case it can be understood or deduced that for employees to do their job immaculately and perform better to further enhance an organisation's output then they must be properly motivated.

The researcher aimed to understand the impact of motivation on employee job performance with the data gathered and analysed. Tables 9, 10 and 11 explored the financial scale, non financial scale (intrinsic and extrinsic motivation) on employees within First Bank Nigeria, PLC and finally its impact on their job performance. Table 9 showed that more than half of the respondents about 65.3% stated that their pay packages were commensurate to their contribution to the job. But regardless about 55.6% of the respondents also stated that their monthly pay was not enough to meet their financial obligation. This implies that although they got the salaries that they deserved

it was not satisfactory. Aside from salaries and wage, employees are also allowed other financial incentives like fringe benefits, welfare packages and leave benefits. The response of 59.8% of employees showed that the fringe benefits, welfare and leave packages they received were less than satisfactory. Given the dissatisfaction experienced by these employees, it is quite obvious why 94.5% of respondents stated that they will quit their jobs if they get another job with a higher salary, fringe benefit and welfare package.

Table 10 depicted and analysed the non-financial motivational scale among the respondents and their satisfaction. A total of 97.2% of respondents admitted to in service training and seminar most of which fosters employee career growth and knowledge. Another 97.2% acknowledged good leadership from superiors and supervisors and 88.9% stating that the existence of this leadership has motivated them to perform better. This emphasizes the assertion by Abioye (2016) that motivation does not have to be financial alone, it can be non-financial as well. From this aspect, the researcher was keen on finding out if the employees were satisfied with their jobs regardless of the lack of satisfactory financial incentives. About 76.4% stated yes and this satisfaction motives them to perform better. The researcher was able to deduce that this satisfaction is until better job offers with higher pay come along. Finally, factors like job interests, opportunities, promotions, challenges and recognition are of importance when making a job decision and staying in a job, this was affirmed by 95.8% of respondents.

Table 11 depicted and analysed employee job performance within First Bank Nigeria with the respondents giving an insight on how their job performances can be rated. A good majority of respondents about 97.1% acknowledged that their work volume is adequate. This implies that the job of employees is properly proportioned, and they are

not overworked or under-worked but apportioned tasks that fit the job descriptions. The respondents, 93.1% also state that their internal process guarantee high quality output at all times and 86.2% assert that their work processes are well outlined and work output error free. This implies that the performance rate of employees within the bank can be considered to be extremely good regardless of the shortcomings and lack of financial incentives. Furthermore, 95.8% of respondents affirm that their work processes have sharpened their personal career goals and ambitions; another 97.2% state that their performance on the job equips them with skills for a future career.

From the observations and analysis of data, it can be seen that indeed the shortcoming of the financial scale is covered up by the non-financial scale. Buttressing the observation of Roots (1988) that financial incentives alone cannot motivate employees. The analysis shows that good leadership, seminars, trainings, job satisfaction, job interests, opportunities, promotions, challenges and recognition can also impact employee job performance as is the case with the employees of First bank.

The literature review already showed that the primary aim of every organisation or business is to be successful, achieve longtime progress and make profit. Up until recently, only a few organisations believed that the key to them achieving all that has been mentioned lies in the hands of their employees who can be considered to be the main asset of an organisation (Abbah, 2014). Unless and until the employees of an organisation are satisfied, motivated for the fulfilment goals and tasks achievement, no organisation can progress or achieve success (Anka, 1988; Adi, 2000; Rothberg, 2005) cited in (Abbah, 2014). No matter the organisation or business be it public or private all efforts are tallied towards the successful attainment of their goal which can only be possible through the creation of values (motivation) enough to compensate for the

burden of workload and expectations imposed on the employees. These values or motivators are attainable through several ways such as good training, facilities or incentives such as fringe benefits, promotions, status, symbols and many more to satisfy the needs of the employees for enhanced job performance (Adi, 2000). Research has also shown and proved that unless the employees of an organisation are properly motivated to make efficient and proper use of their potentials, they may not achieve the level of performance and output desired of them (Rothberg, 2005).

The study showed that the regression coefficient is positive (0.087) which means that we do not just have a significant relationship between motivation and employee job performance, this positive regression coefficient means that increase in employee motivation will lead to increase in job performance and vice versa. The F-value (39.42) is large, indicating that our data matched well with a significant p-value of 0.036. This can be collaborated by Ojogbo, Ofili and Anthony (2018) who also conducted a research intended to establish the implications of employee motivation on organizational productivity, the outcome of the findings showed an important relationship between the benefits and incentives received by these employees and their job performances. Solomon et al (2012) researched and studied employee motivation and organizational performance in multinational organizations in Nigeria, The study was conclusively able to find a positive relationship between motivation and employee productivity.

5.3: Research Objectives 3

- ❖ **To Examine the Different Motivation Techniques Best Employed in First Bank, PLC.**

Table 7 and 8 in the previous chapter depicted and explained the factors that motivate employees of the bank to perform. Already Table 7 has been discussed in the first objective which also showcases some techniques of motivation. Table 8 depicted the factors for consideration for promoting good performance on the job, the options are given served as techniques of motivation as well to help the researcher understand what can be put in place by the management if motivation is to yield results. 73.6% of respondents here stated rewards, fat pay packages and fringe benefits as the most effective to consider for good job performance. 23.6% choose good work life balance culture and 30.6% choose good leadership. However, like Table 8, Table 9 showcased that for job performance to further increase then management of the bank should consider a good financial and reward system.

Watkins (2020) stated that there are techniques that employers can utilize at work to increase performance and yield more profit but to do this employer must first ask what motivates the employees. Techniques like good leadership, good supervision, create and implement on-boarding and retention program, job recognition, collaboration and competition. A study done by Siddiqui and Rida (2019) and Elvina and Chao (2019) revealed that there are quite a number of ways through which employees can be motivated by their superiors and employers within an organization and this can collaborate with the findings of this research which stated that there are several effective means for promoting good performance on a job in which rewards, fat pay packages and fringe benefit, work life balance culture, job recognition, opportunities to learn, team work and great leadership. Should all of these be put in place employees are satisfied with their jobs and motivated to perform better. Siddiqui and Rida (2019) and Elvina and Chao (2019) in their study essentially revealed that both intrinsic and

extrinsic motivation have as much importance on the performance of employees as can be seen with the analysis of data and responses from the employees of the bank.

5.4: Research Objective 4

- ✧ **To Offer Recommendations On How Best To Improve The Motivation Structure In The Banking Industry To Further Improve Employee Job Performance.**

The above three objectives as put forward by the researcher has sought to reveal the concepts of motivation and job performance as variables that are independent but also co-dependent on one another especially in a workplace structure. Already an attempt has been made by the researcher to explain that good job performance by employees is achieved greatly by a proper motivation structure; this being supported by the data gathered and analyzed. Based on the findings from the analysis, the following recommendations are put forward by the researcher for the consideration of the management to improve the motivation structure and job performance of the bank.

First, the management should always consider that motivation can be intrinsic or extrinsic. What this means is that there is a need to improve on financial and non-financial benefits for employees. Objective 1 shows that different factors motivate employees to perform, but at the apex of these factors are good reward systems and financial benefits. To improve the financial benefits of employees can circumvent their welfare packages, fringe benefits and even leave benefits. The application of all these by the management can also foster more efforts from employees when they know that there is much to be gained. On the other side improving financial benefits does not mean that the non-financial aspects should be neglected, hence the need for a good

reward system. A good reward system may not be financial as Abioye (2014) states, it can include promotion for employees when due, job recognition, opportunities to learn, good leadership, a good work life balance, excellent teamwork and a break from work when due.

For an institution like the bank, it is of great import that management actions, decisions, policies and ethics are considered to be fair, progressive, transparent and consistent for employees to see to improve their attitude towards work and their productivity. It becomes essential that the parameters for employee promotions, benefits, rewards, disciplines or punishments be clearly stated to avoid ambiguity, partiality and inconsistency. By doing this the employees of the bank are assured at all times and loyalty and commitment are encouraged and fostered while the bank can achieve its objectives. Furthermore, this will also allow the employees to perform better since there is a clear guideline telling them how their work needs to be done. Finally, the bank management should allow employees to apply all they are taught at trainings to help foster employee career growth. It is also important that at least twice a year the management checks on their employees to know if they are satisfied with their jobs. Surveys and questionnaires are a good way to understand how employees feel about their jobs and what can be done to improve performance and productivity.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.0: Introduction

The research is summarized and concluded in this chapter, the researcher provides an overview of the entire research and the discussions based on the literature reviews and research objectives. This chapter also provides conclusions of the research that were extracted from the results of the research. Finally, recommendations and suggestion for improvement and further research are put forward by the researcher.

6.1: Summary

Thus far this research has sought to investigate the impact of motivation on employee job performance within First Bank Nigeria PLC. To achieve this the literature defined both concepts in details by using the academic works of other academic scholars and researchers. The literature also highlighted and discussed the different theories of motivation and how each affects job performances. Furthermore, empirical findings and the conceptual framework of the research was further enunciated and explained in the literature review. The research went on to discuss the major findings connecting the research objectives as represented by the tables and figures contained in the research analysis based on the data gathered from respondents within the bank. The data that was gathered, presented and analyzed in the tables in chapter 4 reflects the different and unanimous views of the employees of First Bank PLC.

i. Factors of Motivation

Study findings illustrate that 29.2% considered job interest or satisfaction; 20.8% considered the job challenges and the opportunities to learn; 15.3% considered that a good manager and team is motivation enough; 13.9% affirmed for workplace ambience,

prestige and recognition; 47.2%, on the other hand, stated that monetary benefits and fringe benefits served as a motivation factor for good job performance and finally 48.6% considered a good reward system.

With the percentage of respondents above it is clear that a good number of First Bank employees consider monetary or fringe benefits as a credible motivation factor for job performance and the other percent of respondents consider a good reward system put in place by the management to be a good motivational factor for job performance. A good reward system does not have to be strictly financial but could include promotions when deserved, compensation packages, good welfare and vacation packages.

ii. Motivation Techniques

73.6% of respondents here stated rewards, fat pay packages and fringe benefits as the most effective to consider for good job performance. 23.6% choose good work life balance culture and 30.6% choose good leadership. However, like Table 8, Table 9 showcased that for job performance to further increase then management of the bank should consider a good financial and reward system. Techniques like good leadership, good supervision, create and implement on-boarding and retention program, job recognition, collaboration and competition can foster employee performance.

iii. Impact of Motivation on Job Performance

Tables 9 to 11 explored the financial scale, non-financial scale (intrinsic and extrinsic motivation) on employees within First Bank Nigeria, PLC and finally its impact on their job performance. From the findings, it can be seen that both financial and non-financial motivation techniques are of importance when looking at job performance. Buttressing the observation of Roots (1988) that financial incentives alone cannot motivate employees. Non-financial benefits have an important impact on employees'

performance as they foster a prolonged sense of motivation to perform. They also help to build feelings of confidence and as well instill the spirit of success in employees.

The analysis shows that good leadership, seminars, trainings, job satisfaction, job interests, opportunities, promotions, challenges and recognition can also impact employee job performance as is the case with the employees of First bank.

6.2: Conclusion

The research assessed the outcome of financial and non-financial benefits (intrinsic and extrinsic motivation), investigated the impacts of motivational techniques and factors on employee job performance at First Bank Nigeria, PLC. From the findings, it can be concluded that both types of motivation have roles to play when it comes to employee job performance. Also, the bank can consider incorporating certain financial benefits besides from monthly salaries for employees. The research further states that recognition and a good reward system within the organisation helps to boost good Organisational objectives thus improving the efficiency and effectiveness of employees. The researcher finds out that management actions, decisions, policies and ethics are considered to be fair, progressive, transparent and consistent for employees to see and improve their attitude towards work and their productivity. Parameters for employee promotions, benefits, rewards, disciplines or punishments be clearly stated to avoid ambiguity, partiality and inconsistency. By doing this the employees of the bank are assured at all times; loyalty and commitment are encouraged and fostered while the bank can achieve its objectives. It is also important that at least twice a year the management checks on their employees to know if they are satisfied with their jobs. Surveys and questionnaires are a good way to understand how employees feel about their jobs and what can be done to improve performance and productivity.

6.3: Recommendations

Based on the results derived from the research, a series of recommendations are put forward for the case company to make improvement of their employee motivation system. These recommendations can also prove to be helpful for other businesses and banks alike

- i. Improve the leadership qualities: In the banking industry these leaders are mostly referred to as supervisors. Data derived showed that employees positively respond to good leadership and performance increases when there is proper communication between employees and their superiors. With the supervisors helping employees to update their knowledge about modern management skills there is bound to be an understanding of how and when to carry out job activities and increase job performance.
- ii. This research recommends that the bank implements a good financial reward system as a way of further encouraging employees to perform and meet their secular needs. Also, it recommends that the bank further improves on its existing non-financial system as a cost-effective way of boosting the morale and performance of employees.
- iii. The research also recommends that the bank management should measure employee job satisfaction at intervals. This can be achieved by making use of surveys and questionnaires to know whether employees are satisfied with the work environment and if not, then what can be done to make the ambience satisfactory. Furthermore, the development of work redesign programmes should be put in place to make employees comfortable in carrying out their work responsibilities.
- iv. Since the research finds that employee trainings and in house seminars strongly affect performance, employees should also be allowed to put to practice what they learn.

v. There should be a clear stipulation of workplace ethics and rules this will foster transparency from the management towards employees and vice versa. It will also improve work enthusiasm, employee and organisational performance.

6.4: Timelines and Costing for Recommendations Implementation

The first recommendation cites that the improvement of leadership qualities within First Bank Nigeria, PLC will drastically improve the performance levels of employees. The timeline to implement this within the bank will be fairly short (3-6 months). This will afford that supervisors are re-oriented or undergo courses or seminars that will help them assume their leadership position and perform well. The average cost for these courses should be estimated around 100,000 Naira per supervisor. The second recommendation suggests that the bank implements a good financial reward system and further improves on its existing non-financial system as a cost effective way of boosting the morale and performance of employees. The timeline and costing of this recommendation is dependent on the bank management. The researcher is not privy to what way the bank may choose to carry out this improvements but for it to be achievable then the current financial reward system needs to be re-evaluated and new considerations and systems put in place. Furthermore, the recommendation for measuring employee job satisfaction can be implemented immediately and easily by making use of platforms such as Survey Monkey or Google forms. However, a data analyst will be needed to understand the results of the data gathered. Since, employee trainings and in house seminars strongly affect performance, then employees should be afforded them at intervals. Already the bank provides this but an increase in the number

of times this is done yearly (3 times in a year) should be looked into. The cost for each employee can be estimated around 300,000 Naira yearly.

6.5: Recommendations for Further Research

This research focused directly on the First Bank of Nigeria PLC and its employees. Consequently, the outcomes were limited as there were no generalizations and full representation of the entire bank and other organisation in Nigeria. In view that there still exist a range of problems surrounding the concept of employee motivation that this research is yet to address. The researcher proposes that extra research should be carried out to further enhance the study of motivation and employee job performance. By doing so there will be a boost in the data collected on the subject matter and be a source of knowledge to future researchers and organisation.

6.6: Limitations of Research

While conducting this research there were some limitations that I encountered that prevented me from expanding the scale of my research. My research was carried out in the First Bank branch located in Ikorodu, Lagos State. The research was limited to just a state because of the vastness of Nigeria, it was not plausible that I will be able to gather data from different branches across the country. Secondly, financial constraints played a huge role in how my research was carried out. Given adequate funds, I will have increased my research population and sample size to cut across the major cities and states in Nigeria. However, due to the lack of adequate funds, I had to reduce my population to more suitable and manageable sample size. Thirdly, the time constraint for carrying out the research also proved to be a problem for me. I already mentioned

in chapter three (methodology) that the time horizon was cross sectional, this is because the time to carry out my research was limited. Given the time constraint, I was worried that I would be unable to recruit respondents and analyse the data in good time for my research to be completed. Fourth, I experienced recruitment constraints; my research topic was focused on employee motivation and job performance. I found it difficult to engage respondents who were also employees of the bank because of fear of disclosed identities even after being reassured of anonymity. Hence, respondents may not have given me accurate data. Lastly, this research project was based on self-reporting and the subjective perspective of the researcher.

6.7: Self- Reflection

Process: During my MBA programme, I developed an interest in employee motivation and job performance mainly because of its importance in helping an organisation attain its objectives and profit. I have observed that there is a need for Nigerian organisation and businesses to adopt well-structured motivational techniques that can foster growth and a positive work environment in the long run.

Another discovery that I made while analyzing the market in Nigeria is that the Nigerian market is emergent in nature and one of the fastest developing economies in the world. Given proper business attention, there is more to be gained by business owners and investors. Also, human resource and the power that employees hold over a company, business or industry has been underemphasized making many businesses to loss momentum in profit and productivity due to the disregard for employees and what motivates them to perform.

However, it took me several weeks to finalize my research subject after much research and discussion with my supervisor. The process of conducting secondary research was

not difficult as there is already a vast amount of published material on employee motivation and job performance. However, there is not much written about the subject matter in the banking industry which is one of the most prominent industry in Nigeria. My secondary research helped me to learn the various types and theories of employee motivation and its challenges from a Nigerian perspective. This is where my primary research began by asking respondents to share their views on employee motivation and how it affects job performance.

Use of Sources: In the early stages of my research, I had gone through many academic journals and books to gain a deep understanding of the concepts of employee motivation and job performance. There is a huge amount of material available in the school library related to this subject matter. However, once the research question and research objectives became clear to me, I started spending more time learning the current scenario of employee motivation in Nigeria. Throughout my time researching the literature, I realized that employee motivation cannot and should not be dismissed as irrelevant by the management of any organisation that wants to grow and retain its employees.

Dissertation Formulation: While going through my secondary research, I learnt that many big companies in Nigeria have already adopted or started the process of adopting employee motivation to foster job performance and productivity among employees. So I decided to conduct this research among employees who are part of big organisations like First bank. This has immensely helped me as I was able to understand their opinions and honest views which was achieved through a self-administered questionnaire. I have discussed everything in the research methodology in relation to the research methods and approach.

Own Learning: Pedler, Burgoyne & Boydell (1986) suggest that a record of reflective learning should, in addition to learning itself, include feelings, thoughts, ideas and behaviour. Initially, I had faced several difficulties in understanding and learning this new style of learning but now I found that I am a reflective learner. This also enabled me to work on other assignments effectively. I have become more thoughtful and logical and be properly detailed when working on a research and not jump to conclusions.

Research Skills: This was uncharted territory for me as a researcher as I have not conducted a research of this magnitude but I took it as an opportunity to learn something new.

The title of this study is "Impact of Motivation on Employee Job Performance: A Case Study of First Bank Nigeria, PLC". I conducted both primary and secondary research and the number of respondents and the data obtained from the survey was satisfactory.

Interpersonal Skills: This MBA programme has immensely helped me as a researcher to enhance my interpersonal skills. There were several groups and individual assignments and presentations. This enabled me to work with people from different background and countries which has significantly improved my skills. I have become a team player and these skills will surely contribute to my professional development as a researcher especially in the areas such as team leadership and people management.

Time Management Skills: Time management is an important part of MBA. I have worked on several assignments and projects. At the same time, I was working a part-time job. All these occasions have tremendously helped me to enhance time management skills. I planned out the research by breaking up tasks into smaller ones and prioritize my work effectively which helped me to complete my work within the stipulated time.

Conclusion: The entire MBA programme has greatly helped me to become competent. With no work experience, I went through few challenges but with determination and faith, I was able to complete the research and this extraordinary experience will remain a valuable asset for me.

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APPENDIX A

Questionnaire

Section A: Demographics

1. Sex:

Male	
Female	

2. Marital Status:

Single	
Married	
Divorced	
widowed	

3. Age:

25-29	
30-34	
35-39	
40-45	
45 and above	

4. Rank/Position/ Post Held:

Executive Trainee	
Assistant Banking Officer	
Banking Officer	
Senior Banking Officer	
Assistant Manager	
Deputy Manager	
Senior Manager	
Assistant General Manager	
General Manager	

5. Education Qualification:

Diploma	
Undergraduate	Change to Graduate
Post Graduate	

6. Length of Service:

0-3 years	
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4-6 years	
7-9 years	
10 years and above	

Section B: Intrinsic and Extrinsic Motivation Scale

This section allows respondents to choose the factors of motivation that allows for good job performance.

You can only choose two options for question 1 below.

1. What factors motivate you to perform well at your job?

Job Interest/Satisfaction	
Job challenges and opportunity to learn	
A good Manager/Team	
Ambience/Prestige/Recognition	
Benefits-Monetary and fringe	
Good reward system	
None	

2. What would you consider as most effective for promoting good performance on the job?

Rewards-Fat pay package, other fringe benefits	
Work life balance culture	
Great Leadership	
Others please specify	

Section C: Salary Satisfaction (Remuneration or Pay) Scale

This section consists of 8 statements concerning the salary satisfaction of employees within the banking industry and how it impacts job performance

1. My monthly pay is enough to meet my financial obligations?

Very Strongly Disagree [] Strongly Disagree Disagree [] Very Strongly Agree [] Strongly Agree [] Agree []

2. My pay package is commensurate to my contribution to the job?

Very Strongly Disagree [] Strongly Disagree Disagree [] Very
Strongly Agree [] Strongly Agree [] Agree []

3. I am paid the same amount as my colleagues of the same status within the organisation.

Very Strongly Disagree [] Strongly Disagree Disagree [] Very
Strongly Agree [] Strongly Agree [] Agree []

4. My fringe benefit/welfare package is satisfactory

Very Strongly Disagree [] Strongly Disagree Disagree [] Very
Strongly Agree [] Strongly Agree [] Agree []

5. My pay is able to afford me a quality lifestyle?

Very Strongly Disagree [] Strongly Disagree Disagree [] Very
Strongly Agree [] Strongly Agree [] Agree []

6. I would quit my job if I get another with a higher salary and welfare package.

Very Strongly Disagree [] Strongly Disagree Disagree [] Very
Strongly Agree [] Strongly Agree [] Agree []

7. I would remain with my current organisation regardless of what I am paid.

Very Strongly Disagree [] Strongly Disagree Disagree [] Very
Strongly Agree [] Strongly Agree [] Agree []

8. I would remain with my current organisation because I am satisfied with my current salary.

Very Strongly Disagree [] Strongly Disagree Disagree [] Very
Strongly Agree [] Strongly Agree [] Agree []

Section D: Non-Financial Scale

This section examines the non-financial motivation scale and how it impacts employee job performance in general.

1. I have had in service training since I joined the bank?

Very Strongly Disagree [] Strongly Disagree Disagree [] Very
Strongly Agree [] Strongly Agree [] Agree []

2. My immediate boss supervises his or her subordinates?

Very Strongly Disagree [] Strongly Disagree Disagree [] Very
Strongly Agree [] Strongly Agree [] Agree []

3. My boss' supervision has motivated me to perform?

Very Strongly Disagree [] Strongly Disagree Disagree [] Very
Strongly Agree [] Strongly Agree [] Agree []

4. I am satisfied with my job.

Very Strongly Disagree [] Strongly Disagree Disagree [] Very
Strongly Agree [] Strongly Agree [] Agree []

5. My job satisfaction has increased my job performance.

Very Strongly Disagree [] Strongly Disagree Disagree [] Very
Strongly Agree [] Strongly Agree [] Agree []

6. Other factors like job interest, challenges, opportunities and recognition are of importance when I make a job decision

Very Strongly Disagree [] Strongly Disagree Disagree [] Very
Strongly Agree [] Strongly Agree [] Agree []

Section E: Job Performance Scale

The following section deals with how job processes and performances are carried out within First Bank Nigeria, PLC.

1. My work volume is adequate

Very Strongly Disagree [] Strongly Disagree Disagree [] Very
Strongly Agree [] Strongly Agree [] Agree []

2. Our internal processes are sufficient to guarantee high quality outputs all the time.

Very Strongly Disagree [] Strongly Disagree Disagree [] Very
Strongly Agree [] Strongly Agree [] Agree []

3. Our processes are well outlined and work output is error free.

Very Strongly Disagree [] Strongly Disagree Disagree [] Very Strongly Agree [] Strongly Agree [] Agree []

4. Our internal operations are well automated and Customers are served via different channels.

Very Strongly Disagree [] Strongly Disagree Disagree [] Very Strongly Agree [] Strongly Agree [] Agree []

5. Processes within my work place has sharpened my personal career goals?

Very Strongly Disagree [] Strongly Disagree Disagree [] Very Strongly Agree [] Strongly Agree [] Agree []

6. My job is equipping me with skills for a future career?

Very Strongly Disagree [] Strongly Disagree Disagree [] Very Strongly Agree [] Strongly Agree [] Agree []

7. Are you making progress in your career?

Very Strongly Disagree [] Strongly Disagree Disagree [] Very Strongly Agree [] Strongly Agree [] Agree []

8. Are you seeking out new career opportunities?

Very Strongly Disagree [] Strongly Disagree Disagree [] Very Strongly Agree [] Strongly Agree [] Agree []

9. My work place allows me room to be innovative.

Very Strongly Disagree [] Strongly Disagree Disagree [] Very Strongly Agree [] Strongly Agree [] Agree []

10. The are new ideas under implementation at my Bank.

Very Strongly Disagree [] Strongly Disagree Disagree [] Very Strongly Agree [] Strongly Agree [] Agree []

11. My Bank has well structured team.

Very Strongly Disagree [] Strongly Disagree Disagree [] Very Strongly Agree [] Strongly Agree [] Agree []

12. Our job roles are clearly defined always and not ambiguous.

Very Strongly Disagree [] Strongly Disagree Disagree [] Very Strongly Agree [] Strongly Agree [] Agree []

13. I understand management's expectations of me as documented in my job description.

Very Strongly Disagree [] Strongly Disagree Disagree [] Very Strongly Agree [] Strongly Agree [] Agree []

14. My job contributes to the Organizations bottom line.

Very Strongly Disagree [] Strongly Disagree Disagree [] Very
Strongly Agree [] Strongly Agree [] Agree []

15. I promote my Bank with pride always .

Very Strongly Disagree [] Strongly Disagree Disagree [] Very
Strongly Agree [] Strongly Agree [] Agree []

16. I get formal recognition for my effort

Very Strongly Disagree [] Strongly Disagree Disagree [] Very
Strongly Agree [] Strongly Agree [] Agree []

17. There is job security

Very Strongly Disagree [] Strongly Disagree Disagree [] Very
Strongly Agree [] Strongly Agree [] Agree []

18. I am allowed flexible working hours

Very Strongly Disagree [] Strongly Disagree Disagree [] Very
Strongly Agree [] Strongly Agree [] Agree []