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## **Motivation as an Instigator for Enhanced Productivity in the Banking Industry**

**Asamu, Femi, Festus**

Dept. of Sociology, Landmark University, P.M.B 1001, Omu-Aran, Kwara State, Nigeria

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**Abstract:** The purpose of this study is to examine the effects of motivation on productivity in an organization in the banking industry of Nigeria. United Bank for Africa Plc, Zenith Bank Plc, Ecobank Nigeria Plc and Access Bank Nigeria Plc were used as the case studies for the research in this study. The research made use of survey research method and questionnaires were administered to respondents who were randomly selected after being stratified into the different departments of the organizations. The data gotten were analyzed using frequency-percentage and chi-square methods. A conceptual framework was designed for the study based on the literature, linking motivational factors to employees' productivity which is linked to organization's productivity. Three hypotheses were developed; using the literature and model, and tested in the perspective of past literatures and researches. However, this study concluded that motivational factors such as promotion, incentives and manager-to-employee interaction have no effect on productivity in an organization. The paper focused on two main factors; motivation and organizational productivity. The Abraham Maslow's hierarchy of needs theory was also discovered to be the most important and useful strategy in motivating employees as different respondents displayed different needs. The research topic, "motivation as an instigator of productivity" should be researched further on in order to cover different banks in Nigeria and also different sectors in the economy. Also, organizations should endeavor to design a good motivational structure for employees and this can be done by creating a body to ensure it is effective and this would in turn lead to the organization's productivity if done properly.

**Keywords:** *Motivation, Organizational Productivity, Job Satisfaction and Job Commitment, Employees.*

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### **Introduction:**

Organizations have been described as a social arrangement for the controlled performance of collective goals. (Stewart, 1973) Organizations exist basically for two reasons: to maximize profit or shareholder value, (Huczynski & Buchanan, 1991). Latest trends in management encourage the integration of the needs of the employees with that of the organizations. Maximizing profit through growth or expansion and increased share value should not be the only motivation for organizations. Investment in people should be at the fore of business strategy and in developing human resources which invariably benefits the organizations. The role, effective use and management of human resources in enhancing organizational performance therefore cannot be overemphasized. Motivation needs are vital in the

workplace particularly in this 21st century as workers become more knowledgeable through education about their rights in the workplace. Motivation of employees has always been a notable problem for employers and managers in the banking industry. Employees that are not motivated are likely to use little or no effort in carrying out their duties at work, avoid the workplace as much as possible, leave the organization if they are provided with the opportunity to do so and produce low quality work. On the other hand, employees who are motivated to work are likely to be consistent, creative and productive, turning out high quality work that they willingly undertake. Lot of scholars has carried out researches on motivation, but work has not been done as to why some employees in some organizations do not perform at their best. Different answers can be provided for this question; the reality is that every employee has different ways of being motivated. It is therefore the duty of the employers to get to know their employees well enough and apply different means to motivate each of them based on their personal wants and needs.

#### **Research Objectives:**

The following research objectives are used to extract responses from the respondents and to provide solutions to the research problems and thereby achieve the research objectives.

1. To examine if money is enough to motivate employees
2. To know what will motivate employees to perform at their peak?
3. To ascertain if employers implement or improve incentive systems in the workplace?
4. To find out if motivation influences an employee's productivity?
5. To ascertain if employees respond to different incentives?

#### **Contemporary Theories of Motivation:**

##### **Needs:**

- a) **Hierarchy Theory-** The most widely known theory of individual needs and motivation is the hierarchy of needs proposed by Abraham Maslow. The theory made a considerable impact on developments in management theory during the 1950s/1960s. According to Maslow (1970), human needs are in five sets.
- b) **Physiological Needs-** These are needs to be satisfied for survival; they include food, water, oxygen, sleep, sex, shelter, and others. Organizational factors that might satisfy these needs include the minimum wage necessary for survival and working conditions that promote existence.

- c) **Safety Needs-** These include needs for security, stable environment that is relatively free of threats, freedom from anxiety, and a structured or ordered work environment. Organizational conditions that might enhance these needs include safe working conditions, fair rules and regulations, sensible organizational policies, job security, a comfortable work setting, pension and insurance schemes, pay above the minimum needed for survival, freedom to unionize, and so on.
- d) **Belongingness Needs-** These relates to the affectionate relations with others, social interaction, love, companionship, and friendship. Organization variables related to meeting these needs are opportunity to interact with others on the job, having a friendly and supportive supervisor, opportunity for team work, opportunity to develop new social relationships like training and others.
- e) **Esteem Needs-** These include need for self- respect, competence, confidence, independence, strength, feelings of adequacy and the deserved appreciation and recognition of those characteristics by others. Organizational factors that might meet these needs include opportunities leading to feeling achievement and responsibility. Also included are promoting awards, prestigious job titles and professional recognition.
- f) **Self-Actualization Needs-** They involve the desire to develop one's true potential to the fullest, and to express one's skills, and emotions in ways that are personally fulfilling and becoming all that is possible to become. Organizational conditions that might enhance self-actualization include jobs, with the opportunity for creativity and growth, as well as permitting self - development and personal progress.

**Methodology:**

- a) **Study Design-** This is a case study descriptive self-reported motivational behavioural change of Redemption City Bankers in response to productivity in the banking industry in Nigeria.
- b) **The Study Area-** The location of this study is Redemption City, Ogun State in Nigeria. Ogun State was created February 976 which comprised of old Abeokuta and Ijebu provinces. It was one of the nineteen (19) states created out of the former twelve (12) state structures in 1967. The total population of Ogun State is estimated to be about 2, 338, and 570 according to the census figures in 1991. Equipped with lots of natural resources, Ogun State has a lot of financial institutions such as banks and allied financial houses that are set up to encourage the private sector to establish industries in the state. Banks in Ogun State include UBA, Ecobank, Zenith Bank, Access Bank, Guarantee Trust

Bank. However, these banks have at least more than two branches located in different areas of the state.

- c) **Sampling Techniques and Sample Size-** This entails a combination of simple random technique and the stratified among the four banks in the Redemption camp. This enables us to achieve proper representation of all departments or units in the bank. It also enhances the reliability and validity of the studies (United Bank for Africa, Zenith Bank, Ecobank and Access Bank).
- d) **Instruments of Data Collection-** Data were collected using structured self-administered questionnaire containing mostly close-ended-questions. The questionnaire was divided into two sections. The first section borders on socio-economic characteristics of the respondents while the second borders on how motivation enhanced productivity in the banking industry.
- e) **Methods of Data Collection-** Questionnaires were administered by the researchers and research assistants specially trained for the study. In order to ensure confidentiality, respondents completed the questionnaire privately and returned same in sealed opaque envelope.

**Methods of Data Analysis and Presentation:**

Data was analyzed using the statistical analytical package of social sciences. Data was presented in tables using percentage distributions. Chi-square statistics was used to test statistical significance of the association between the independent and dependent variables of the study.

**Research findings:**

**Table 1: Social Characteristics of Respondents**

Age	Age	Frequency			Percentage	
15-24	15-24	25	25	25	20.8	20.8
25-34	25-34	73	73	73		60.8
<b>35and above</b>		22	22	22		18.3
Total	Total	120	120	120		100.00%
Sex	Sex					
Male	Male	68	68	68		56.7
Female	Female		52	52	43.3	43.3
Total	Total		120	120	100.0%	100.0%
<b>Marital Status</b>						

Single	Single	63	63	63	52.5	52.5
Married	Married	43	43	43	35.8	35.8
Divorced	Divorced	1	1		.8	.8
<b>Separated</b>		11	11		9.2	9.2
Widowed	Widowed	2	2		1.7	1.7
Total	Total		120	120	100%	100%
Staff Category						
Management		15	15	15	12.5	12.5
Senior		27	27	27	22.5	22.5
Junior		35	35	35	29.2	29.2
Contract	Contract	43	43	43	35.8	35.8
Total	Total	120	120	120	100%	100%

Authors Fieldwork, 2012

**Table 2: Respondents Incentives and employees productivity**

<b>Incentives (employee productivity)</b>	<b>Very high</b>	<b>High</b>	<b>High</b>	<b>Low</b>	<b>Total</b>
Car loans	6	3	3	1	10
Housing loans	2	3	3	0	5
Transport allowance	18		7	2	27
Meal subsidy	17		15	3	35
Other allowance	24		16	3	43
Total	67		44	9	120

(X<sup>2</sup>) =17.28 n=120, df=8, P.0.05=15.51

**Table 3: Respondents Promotion and employees productivity**

Promotion	Employees Productivity					Total
	Very High	High	High	Low	Low	
Very regular	40	17	17		2	59
Regular	26		29	29	3	58
Not Regular	1		2	2	0	3
Total					5	120
Total	67	48	48	48	5	120

(X<sup>2</sup>) =7.22 n=120, df=4, P.0.05=9.49

**Table 4: Respondents Employers Interaction with Employees and Workers Productivity**

Employer and Employee Interaction	Workers Productivity			
	Very High	High	Low	Total
Cordial	64	47	5	116
Not Cordial	3	1	0	4
Total	67	48	5	120

(X<sup>2</sup>) =0.68, n=120, df =2, P.0.05=5.99

**Summary and Discussion:**

Table 1 presents the socioeconomic characteristics of the respondents. The study reveals that 20.8% of the respondents are between the age ranges of 15-24years, 60.8% are between the ranges of 25-34years. 18.3% are between the range of 35years and above. In another development 56.7% of the respondents are male while 43.3% are female. On marital status, 52.5% of the respondents were single, 35.8% claimed that they were married. Divorced respondents were 0.8%, separated 9.2% and widowed were 1.7%. Equally, on the staff category, about 12.5% are from management, 22.5% are from senior level. 29.2% from junior level and 35.8% are from contract workers.

Table 2 is the first hypothesis. It endeavored to test for the significant relationship between incentives and employees productivity. This simply means that inclusion of incentives as motivational factors alter the attitude of employees to work, create an enduring commitment and increase workers performance and productivity (Carlin, 2008, Fabrhad, Ghatari and Habiri, 2011).

Table 3 tested the significant relationship between rate of promotion in the organization and workers productivity. The result gotten showed that there is no significant relationship between rate of promotion in the organization and the workers productivity. This means that the rate or level at which promotion occurs in the organization does not affect the productivity of the workers either because the rate of promotion does not necessarily guarantee the promotion.

Many have observed that individuals perform worse after providing a promotion (P.Edward, 2006). The famous proponent of this idea is the Peter Principle, which states that people are promoted to their level of incompetence. This effect can be explained from the perspectives that promotion comes into play when a specific standard has been met and the stage before promotions provide incentives which vanish as soon as promotion has been granted.

Table 4 tested the significant relationship between manager-to-employees interaction and productivity. In the analysis of data gotten on the field, however, the result showed that the independent variable (manager-to-employees interaction) and the dependent variable (productivity). Konolige (1986) also supported this finding opining that the level of relationship between an employer and employee does not determine the productivity of the workers as different people have different abilities, where some have abilities which are not needed and so no matter how much interaction level is given by the employer, such employees productivity rate would not change.

### **Conclusion:**

The study adopts a case study research design with the aim of examining the relationship between motivation and organizational productivity among banking workers. Primary data corroborated the secondary data reviewed in the study to show dissonance between motivation and organizational productivity. If employees of an organization are not properly motivated, it would end up having an intense effect on productivity. The organizations overall efficiency will decline by having unmotivated employees working in it which

sometimes lead to managers employing additional workers to get some job, that could have been done by the existing employees, completed.

Proper motivation of employees is directly associated with productivity and with maintenance factors. Workers who are content with their jobs, who feel challenged, who have the opportunity to achieve their goals will exhibit less negative behavior on the job. There would be a reduction in absenteeism, labor turnover would be reduced to the barest minimum, and most importantly to the employers especially, the workers will tend to have a higher level of productivity which will generally increase productivity in the organization. It is however, the responsibility of employers or managers to identify the potentials of each and every worker of their organization and apply the necessary motivational strategy to ensure that the workers have a high level of productivity. When the employer sees this as a responsibility, then ensuring productivity in the organization would just be the result of well-motivated employees.

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