EFFECTS OF MOTIVATION ON EMPLOYEE PERFORMANCE: A CASE STUDY OF GHANA COMMERCIAL BANK, KUMASI ZONE.

BY

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ADMINISTRATION

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DECLARATION

I hereby declare that this submission is my own work towards the commonwealth Executive Masters in Business Administration and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has made in the text.

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ABSTRACT

The introduction of universal banking law has brought changes over the years, with it stiff competition in the banking industry. Commercial banks are no exception to the modern changes in ensuring staff motivation towards their organisational goals. The study seeks to assess the motivational packages available at Ghana Commercial Bank and how it affects employee performance towards the Bank’s corporate objectives. The survey research design was used for the study. The study revealed that, management can make use of different strategies and policies to motivate employees in the banking environment. Employees are interested in enhanced salaries, fringed benefits, promotion, and car loans as motivating elements sufficient to push employees of the bank to give out their best. The research also revealed that the core duty of the bank is normally carried out by clericals who are more than the supervisors and as such motivational packages should be geared towards the clerical workers to ensure that they delight the customers. Promotion has been a worry to most staff; measures should be put in place by management to ensure that there is continuity in the promotion of staff to avoid low productivity in terms of deposit mobilisation. The study revealed that if management withdrew motivational packages it will have serious repercussions on employees’ performance. There was a positive relation between employee performance and corporate performance since employees were able to achieve the bank’s performance indicators in terms of deposits, loan recovery, profitability and also ensuring the liquidity of the banks. The conduciveness of the office environment has first time impression on the customers and the welfare of the employees. Management can develop new theories such as equity, macllend theory, Abraham Maslow and Hertzberg two factors to ensure employees achieve work targets.
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DEDICATION

I dedicate this work to my wife, Miss Priscilla Azumah, my son, Junior Kofi Owusu and the entire Owusu family.
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CHAPTER ONE
INTRODUCTION

1.1 Background of the study

The commercial banks play important roles in worldwide economies and their employees are the best sources of delivering good services to their customers. Excellent services provided and offered by employees can create a positive perception and everlasting image in the eyes of banks’ customers. The motivation of a bank’s employee plays a major role in achieving high level of satisfaction among its customers (Petcharak, 2004).

The financial services industry is one of the most competitive and highly globalised sectors due largely to the extensive use of information technology systems by firms operating in the sector. Despite the fact that information technology has become the bedrock of all companies in the financial sector at the global level, human capital still remains the driving force in the highly digital financial services industry, because not all the functions performed by financial institutions can be undertaken solely by electronic devices such as automated teller machines (ATM), computers or other similar devices. Where even electronic devices can, the organization still requires human beings to operate them.

Ombati et al. (2010), stated that services, by definition, are intangible and can be divided into high-touch or high-tech services. “High-touch services are mostly dependent on people in the service process producing the service, whereas high-tech services are predominantly based on the use of automated systems, information technology and other types of physical resources. For example, high-tech services include Internet/Telephone/Short Messaging Service (SMS),
ATMs whereas high-touch services consist of instructions and personnel assistance in using the services”.

Even with the provision of these high-tech services by electronic devices, some amount of human effort is required to service and monitor the equipment used in the process of delivering the service. Therefore, financial institutions still need to recruit and retain some level of qualified and self motivated staff in order to be competitive in the current globalised and turbulent financial services industry.

In case of using human beings to provide services, it is not enough to merely rely on the number of people engaged, their qualification and experience or their ability but remunerating them appropriately is also of paramount importance. The personnel engaged must be motivated in order to get the best output from them. Many captains of industries believe that the key to improve staff performance and productivity in any area is motivation rather than ability. Bateman and Snell (1996), contend that motivation is the force that energizes, direct and sustains a person’s effort towards the achievement of a goal. A highly motivated person will work hard towards the achievement of organizational goal, given the ability and adequate understanding of the job. Therefore, the challenge for today’s management is to administer motivational programmes which will encourage employees to improve their work performance and productivity. To this end modern day managers of companies in the financial services industries are therefore adopting various kind of motivational packages not only to retain employees but also help them to achieve competitive advantage in the market.
1.2 Statement of the problem

According to Bank of Ghana report (2009), the introduction of the Banking Act of 2002, Act 612 and the Universal Banking Act of 2007, Act 673 and its amendments, the banking industry had grown in numbers with a lot of multi-national banks opening more branches in Ghana. Since the enactment of these Acts, the banking industry in Ghana had both increased in numbers and capital based. The liberalization of the banking industry has therefore engendered fierce competition in the sector.

According to Michael Porters five forces strategy model, free entry and exit of new firms into a competitive industry or market comes with its associated opportunities and treats. Therefore the liberation of the banking industry comes with it opportunities and treats to existing banks including GCB limited. The level of motivations to determine whether the employees of GCB are well motivated to stay in the bank or are leaving the bank and joining the new banks is of greater concern.

This element of easy entry and exit of new firms, as in Michael Porters Model, brings some challenges to the exiting banks in the Ghanaian banking industry. These challenges can be categorized into operational and human resource.

1. Operational Challenges-- These are associated with products innovation, waiver of some restrictive policies on some service deliveries, customers oriented banking rather than task oriented, liberal lending processes or fast tracking of loans/advance disbursement, improved technological system, reduction in the profitability and new promotional strategy, increased internal rivalry/competition among the banks, and loss of customers and deposits leading to unstable liquidity of the banks.

2. Human Resource challenges- Threats in these areas include: volatile loyalty and commitment, potential defective morale, employees’ taste for different motivational packages and increase in the cost of recruitment and placing.
Any of these can affect the performance of the banks in the banking industry. The likelihood of potential and experience staff moving from existing banks to these new banks is a source of worry because they need to be replaced at a higher cost to fill the gap. Alternatively, the residual staff would have to be appropriately remunerated to work extra hard to sustain the service demand on their bank.

The concerns this research addresses are the various motivations that can push employees of a human resource challenged bank to out-perform and raise the service delivery standard of their bank. In other words, how can GCB push the existing employees so that performance targets can be achieved? These issues have necessitated the study to assess the effect of motivational packages on employees’ performance. The question then is what must top management do to ensure that employees perform well in the bank?

1.3 Objectives of the study

The general objective of the study is to investigate the effect of motivational packages on employee performance at GCB Limited. The specific objectives are:

i. To assess the various motivational packages for the staff of GCB Ltd.

ii. To determine which of these motivational packages influence staff performance at GCB Ltd.

iii. To assess the effect of motivational packages on corporate performance at GCB limited.

1.4 Research questions

The research will address the following specific questions:

i. What are the employee motivational packages at GCB Ltd?

ii. Which employee motivational factors affect the performance of GCB Ltd?
iii. In what ways do employee motivational packages affect performance of GCB Ltd?

1.5 Significance of the study

The study will be vital in so many ways. It would reveal:

- Whether these packages enhance staff performance; and
- How management can strategically maximize the human resource potentials of the organization to the fullest in the midst of the new entrants.

The findings of the study will therefore provide vital information to policy makers and human resource managers of the bank to either consolidate or re-think ways of motivating staff of the bank. The results of the study will also add to the existing body of knowledge on the issue of motivation and productivity in the bank sector. Finally the research is in partial fulfilment of the KNUST School of Graduate Studies’ requirements for the award of a postgraduate degree.

1.6 Scope of the study

The scope of the study was limited to the Kumasi Zone of GCB Limited. The Kumasi Zone of the bank consists of twenty-two (22) branches and seven (7) divisions. All the twenty branches and divisions were covered. Most theories of motivation and employee performance concepts were considered. Limited resources and time constraints affected the completion of the project on time. There was less participation from respondents due to the busy schedule during the day.

1.7 Organization of the study

The study is presented in five chapters. The first chapter which is the introduction covers the background of the study, problem statement, objectives of the study, research questions,
significance of the study, as well as the scope and limitations of the study. This is followed by chapter two which reviewed extensive related empirical literature on the subject matter. Among the various topics to be covered include concepts of motivation, productivity in relation to job performance, deposit mobilization and profitability, the profile of GCB Limited, performance appraisal, and the relationship between motivational packages and employee’s performance.

Chapter three looked at the methodology of the research which comprises the research design, the research population, sample and sampling technique. It also considered the sources of data and data collection instruments, methods of data collection and analysis. Chapter four is dedicated to data analysis, findings and discussions. Finally, chapter five deals with a summary of the study, conclusions drawn from the findings and recommendations of the study.
CHAPTER TWO
LITERATURE REVIEW

2.0: Introduction

This chapter reviews related empirical literature on the subject matter. The relevant literature will be reviewed under the following outline: Development of modern banking, motivation and corporate performance in the banking sector, levels of employee motivation, performance measurement, and chapter summary.

The presentation on this literature now follows.

2.1: History of the Banking Industry and Ghana commercial Bank in Ghana

According to Badu (1994), modern banking system operating originated from Mediterranean Europe and later spread to Northern Europe. In England for instance, the goldsmith were very influential in the evolution of modern banking in the country during the mid-seventh century. Similarly in Iran, modern banking began to emerge in the mid-nineteenth century. Banking was introduced to Africa by the early European traders in the last three Centuries. Modern banking in African countries started with the achievement independence by these countries; for example, soon after independence in 1957, Ghana established its Central Bank. This was followed by the establishment of state-owned commercial, development and investment banks in the country. Nigeria also established its Central Bank in 1960 after its independence.

The banking system performs two vital functions in addition to the provision of credit. These are maturity transformation, and risk transformation (Badu, 1994).

Enew et al. (2007), contend that commercial banking started developing significantly from the 19th Century onwards. Banks grew in response to the need for services such as loans, safe deposit and financing of consignments of exported and imported goods. The services rendered by banks can be grouped into two broad headings: (i) lending and credit, and (ii)
saving and investing. “In simple terms, a loan represents the granting of a specific sum of money to an individual or organization for them to spend personally in respect of some specific, previously agreed item. Credit, on the other hand, refers to a means of financing an item or items of expenditure whereby the funds are transferred to the product provider directly by source of credit. Saving and investing are the reciprocal of lending and credit. Saving and investing concern the sacrificing of present consumption in order to provide for some future event or requirement. The term “savings” is used to describe a process associated with the accumulation of a larger fund through regular contributions, while the term “investment” is used to describe the process of managing a lump-sum for the purpose earning recurrent income or for capital growth (Enew et al., 2007).

Before independence, two overseas branches of British commercial banks dominated the banking scene in Ghana. With the abolition of the slave trade businesses, economic activity shifted to the gathering and processing of a wide variety of tropical products including ginger, groundnuts, monkeys’ skin, palm kernel etc which were in high demand for export to Britain. The colonial masters therefore saw the need to establish a bank to offer the basic banking services and to administer the issuance of currency for trading. In this direction, Ghana has since the late nineteenth century developed its banking sector. The first bank called the British Bank of West Africa (BBWA), now Standard chartered Bank was established in Gold Coast in 1896. (www.standardchartered.com 01/02/2011) The BBWA enjoyed some level of monopoly until 1917 when another colonial Bank, now Barclays Bank Ltd was established in 1918(www.barclays bank of Ghana.com 01/02/2011). The main motives of these Banks were to meet the financial needs of the colonialists and the merchants. Because of this, the services offered were in favour of the colonial masters without regard to the indigenes. Consequently, an ordinance for the establishment of a native bank called Bank
of Gold coast was passed in October 1952. The bank of Gold Coast started operation in 1953 with the aim of meeting the banking needs of the indigenous people. The Bank of Gold coast was tasked with two major functions to act as a central bank and a commercial bank as well. (www.barclays bank of ghana.com (01/02/2011), www.standardchartered.com 01/02/2011).

Until the liberalization of the Ghanaian economy, beginning from the early 1980, the banking industry in the country was dominated by a few banks which were either foreign or government owned and were highly specialized and therefore restricted in their areas of operations. Some of these banks included Barclays Bank, Standard Chartered Bank, Agricultural Development Bank, and Ghana Commercial Bank. However, as part of the measures of the economic liberalization of the country, several enabling Acts were passed to promote free trade and competition in the sector. These Acts included among others the Banking Act of 2002, Act 612 and the Universal Banking Act of 2007, Act 673 and their amendments. Since the enactment of these Acts the banking industry in Ghana have both been liberalized and revolutionaries. While many new commercial banks entered into the Ghanaian banking industry, existing commercial banks are increasingly expanding their operations by opening many new business offices all over the country. Currently, all commercial banks in the country offer universal banking services across the country, with some even venturing into micro financing. This has led to a blur in the distinction between commercial, development and investment banks even though some banks in the country still bear “commercial”, “development”, or “investment” as part of their names. Currently, there are 27 universal banks and 135 rural banks operating in the country (http://en.wikipedia.org/wiki/List of banks in Ghana accessed on 19/06/2010). Thus, a variety of banking services have been introduced and brought to the door steps of both the ordinary customers and business entities in the country.
Before the enactment of the current Banking Acts in Ghana the major banks operating in the country were classified into three groups according to the functions they played viz: commercial banks, development banks, and merchant/investment banks. The three pillar banking structure in the country has been replaced with a universal banking system where there are no barriers in the business areas of operation. Indeed Ghana adopted its current system of universal banking from the developed countries whose banking industries are far advanced (Bank of Ghana, 2010).

Ghana Commercial Bank Limited was established as a result of the need to provide financial services to the indigenes of the then Gold Coast. Consequently, an ordinance for the establishment of a native bank called Bank of Gold Coast was passed in October 1952. The bank of Gold Coast started operation in 1953.

After Ghana’s independence in 1957, the Bank of Gold Coast was renamed Ghana Commercial Bank Limited. The study seeks to examine whether the various motivational packages for staff of the bank have achieved their targeted objectives in the area of first class customer delivery, job performance, profitability and improved shareholder value.

It has been reported that the bank has fulfilled its mandate and continues to achieve remarkable productivity in its area of operations (GCB Annual Report, 2010). As at today, the government ownership stand at 26.14% while institutional and individual holding add up to 73.86% of which SSNIT is the majority shareholder (GCB Annual Report, 2010).

From the start of one branch in the 1950, GCB Ltd now has 157 branches, 105 ATMs and 15 agencies (GCB Diary, 2008). GCB is endowed with high quality human resource which stands at 2185. This is remarkable when one consider that the bank started with staff strength of 27 and as branches increased so did the staff. Currently there are professionals of various disciplines who work in tandem to achieve the objectives of the bank.
The bank had grown through this divesture era and had several branches across the breadth of the country and almost operates in every district of the country. The bank is now listed on the Ghana stock exchange market in 1996.

The growth of the bank has been synonymous with its customer base, performance, innovative product and services, profitability and corporate social responsibility. GCB has taken advantage of enhance information technology system and introduced internet banking, royal banking, mobile banking, smart pay system and international remittance like money gram. GCB Ltd is the widest networked bank in Ghana. All these have been done to increase profit and enhance shareholders value. (GCB Limited Diary (2008), and GCB Limited Annual Report, 2010).

2.2: Motivation and Corporate Performance in the Banking Sector

2.2.1 The Concept of Motivation

Rajput (2011), contends that the word motivation is derived from a Latin word “Movere” which literally means “to move”. They defined motivation as “the individual’s desire to demonstrate the behaviour and reflects willingness to expend effort”. Motivation can be divided into extrinsic and intrinsic motivation. Extrinsic motivation refers to external factors, which can be measured in monetary terms, such as salary and benefits, promotion and disciplinary action. Extrinsic motivators can have an immediate and powerful effect, but it will not necessarily last long. Intrinsic motivation refers to internal factors such as job satisfaction, responsibility, freedom to act, scope to use and develop skills and abilities and challenging work and opportunities for development. Intrinsic motivators which are concerned with the ‘quality of working life’ are likely to have a deeper and longer term effect. These two different aspects of motivation are connected to each other and cannot be seen in isolation.
Golembiewski (1973), also refers to motivation as the degree of readiness of an organization to pursue some designated goal and implies the determination of the nature and locus of the forces inducing the degree of readiness.

Kelly (1974), says motivation has to do with the forces that maintain and alter the direction, quality and intensity of behaviour. According to Hoy and Miskel (1987), employee motivation is the complex forces, drivers, needs, tension states, or other mechanisms that start and maintain voluntary activity directed towards the achievement of personal goals. In short, Dessler (2001), defines motivation as the intensity of a person’s desire to engage in some activity. From the above definitions some issues are brought to mind that deal with what starts and energizes human behaviour, how those forces are directed and sustained as well as the outcomes they bring about (performance). The level of these drives, energies, and abilities can influence how employees’ performs at the GCB Limited.

Ifinedo (2003), demonstrates that a motivated worker is easy to spot by his or her agility, dedication, enthusiasm, focus, zeal, and general performance and contribution to organizational objectives and goals.

All organizations are concerned with what should be done to achieve sustained high levels of performance through people. This means giving close attention to how individuals can best be motivated through such means as incentives, rewards, leadership and, importantly, the work they do and the organization’s context within which they carry out that work. The aim is to develop motivation processes and a work environment that will help to ensure that individuals deliver results in accordance with the expectations of management.
According to Butkus & Green (1999), motivation is derived from the word “motivate”, means to move push or persuade to act for satisfying a need. Baron (1983), defined motivation in his own right he says that “motivation is a set of process concerned with a kid of force that energizes behaviour and directs it towards achieving some specific goals. Many writers have expressed motivation has a goal directed behaviour. This objective nature of motivation is also suggested by kreitner and Kinicki (2001 p.162) put forward that motivation represents “those psychological processes that cause the stimulation, persistence of voluntary actions that are goal directed”.

In another term, a motivated person has the awareness of specific goals that must be achieved in specific ways; therefore he/she directs its effort to achieve such goals (Nel et al., 2001)

Mullins (2006), indicates that, the study of motivation is concerned, basically, with why people behave in a certain way. The basic underlying question is ‘why do people do what they do?’ In general terms, motivation can be described as the direction and persistence of action. It is concerned with why people choose a particular course of action in preference to others, and why they continue with a chosen action, often over a long period, and in the face of difficulties and problems.

Motivation is one of the key ingredients in employee performance and productivity. Even when people have clear work objectives, the right skills, and a supportive work environment, they would not get the job done without sufficient motivation to achieve those work objectives (Mullins, 2006). Motivation refers to the forces within a person that affect his or her direction, intensity and persistence of voluntary behaviour. He added that motivated employees are willing to exert a particular level of effort (intensity), for a certain amount of time (persistence), toward a particular goal or direction (Mullins, 2006).
2.2.2 THEORIES OF MOTIVATION

2.2.2.1 THE CONTENT (NEED) THEORIES

Malik et al (2011), discussed the early theories of motivation which include Hierarchy needs theory, ERG theory, Herzberg Two Factor Theory and Acquired needs theory. Hierarchy of need identifies five levels of human needs: physiological, safety, social, ego, and self-actualizing. Lower level needs must be satisfied first before the next higher level need since this will motivate employees.

Figure 2.1: HIERARCHY NEEDS OF ABRAHAM MASLOW'S

The organization can satisfy its employees’ various needs. In the long run, physiological needs may be satisfied by the person’s pay check, but it is important to remember that pay may satisfy other needs such as safety and esteem as well. Providing generous benefits that include health insurance and company-sponsored retirement plans, as well as offering a measure of job security, will help satisfy safety needs. Social needs may be satisfied by having a friendly environment and providing a workplace conducive to collaboration and
communication with others. Providing promotion opportunities at work, recognizing a person’s accomplishments verbally or through more formal reward systems and job titles are ways of satisfying esteem needs. Finally, self-actualization need may be satisfied by the provision of development and growth opportunities on or off the job, as well as by work that is interesting and challenging. By making the effort to satisfy the different needs of each employee, organizations may ensure a highly motivated workforce.

The important aspect of Maslow's model is that it provides for constant growth of the individual. The theory meets the introduction needs of employees and therefore employees accomplished goal with this need in GCB limited. In the long run, these needs of employees may not be met as the employees rise through the bank and this can serve as demotivating to the employees.


2.2.2.2 ERG Theory

ERG theory, developed by Clayton Alderfer, is a modification of Maslow’s hierarchy of needs. Alderfer proposed that basic human needs may be grouped under three categories, Existence, Relatedness, and Growth. The number of years employees stays in an organization the more its needs keep on changing and this theory recognizes the multiple needs that may be driving employees at a given point to understand their behaviour and management can properly motivate them.

2.2.2.3 Herzberg et al.’s Two Factor Theory

Herzberg, Mausner and Snyderman’s (1959), two-factor theory is heavily based on need fulfilment because of their interest in how best to satisfy workers. They carried out several studies to explore those things that cause workers in white-collar jobs to be satisfied and dissatisfied. They classified Hygiene Factors as dissatisfied and motivating factors as satisfied.

The hygiene factors are company policy and administration, technical supervision, salary, interpersonal relationship with supervisors and work conditions; they are associated with job content. The motivating factors are those factors that make workers work harder and classified them as follows: achievements, recognition, work itself, responsibility and advancement. The employees of the GCB bank can assess it motivational packages and ensure that these motivate them to give out their best and packages that are not satisfied should be dis-engaged.

2.2.2.4 Acquired-Needs Theory of David McClelland’s

Acquired Needs Theory is also known as the Three-Need Theory or Learned Need Theory. According to acquired-needs theory individuals acquire three types of needs as a result of their life experiences. These are need for achievement, need for affiliation and need for power. These reflect that managers in the bank should be recognized and not motivated by money and as such motivated with the necessary power to carry out the bank duty. There is the need to encourage good relationship among staff. All individuals possess a combination of these needs and the dominant needs are thought to drive employee behaviour. Heller, J., Goulet, L., Mohr, E., (2004).
2.2.2.5 PROCESS THEORIES:

Process theories describe the process through which needs are translated into behaviour.

The two process theories to be considered are equity theory and expectancy theory. Equity theory matches the notions of “a fair day’s work for a fair day’s pay”. It really focuses on perceptions of inequality in the output ratio whose effect may be similar to the hygiene factors of Herzberg et al. (Naylor, 1999). Equity and fairness in the workplace has been found to be a major factor in determining employee motivation and job satisfaction (Lewis et al. 1995). As such, equity theory assumes that one important cognitive process involves people looking around and observing what effort other people are putting into their work and what rewards follow that effort. This social comparison process is driven by our concern for fairness and equity. McKenna (2000), and Sweeney (1990), confirm equity theory as one of the most useful frameworks for understanding and have a role to play in the study of work motivation. Adams’ theory states that employees strive for equity between themselves and other workers. Equity is achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs. Vroom (1964), theory is based on the belief that employee effort will lead to performance and performance will lead to rewards and rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated. Skinner's theory simply states those employees' behaviours that lead to positive outcomes will be repeated and behaviours that lead to negative outcomes will not be repeated. Therefore managers should positively reinforce employee behaviours that lead to positive outcomes and negatively reinforce employee behaviour that leads to negative outcomes. According to Lewis et al. (1995), expectancy theory is the most comprehensive motivational model that seeks to predict or explain task-related effort.
Vroom’s expectancy model is based on three key variables: valence, instrumentality and expectancy.

- Valence refers to the feeling about specific outcomes.
- Instrumentality refers to the probability that a particular performance level will lead to a specific outcome.
- Expectancy is the belief that a particular behaviour will or will not be successful.

Gilmore and Williams (2009), discussed the various theories of motivation. Goal-theory of motivation states that for goals to be effective, managers should consider five factors when designing and implementing goals, namely: Goal difficulty; Goal specificity; Goal commitment; Participation in setting goals; and, Feedback. Managers also need to take into account the perceived value of goals to individual employees as this will influence motivation and behaviour, and it will differ from one person to another. Job enrichment is often cited as an important factor in improving motivation, satisfaction and performance. A comprehensive model of job enrichment features five core job dimensions: Skill variety; Task identity; Task significance; Autonomy and Feedback. The application of integrated people management policy and practices, termed ‘bundling’ or ‘High Performance Work Practices’ (HPWPs), namely; High Involvement, Human Resource Practices, and Reward and Commitment positively influences commitment and job satisfaction, which in turn, encourages positive employee behaviour based on free will, i.e. ‘discretionary behaviour’, which in turn produces improved performance.

Wanyama (2010), notes that employee productivity depends on the amount of time an individual is physically present at a job and also the degree to which he or she is “mentally present” or efficiently functioning while present at a job. Companies must address both of these issues in order to maintain high worker productivity, and this may occur through a variety of strategies that focus on employee satisfaction, health, and morale. Highly satisfied
groups of employees often exhibit above-average levels of the following characteristics: customer loyalty (56%), productivity (50%), employee retention (50%), safety records (50%), and profitability (33%). The practice of maintaining a collegial, flexible workplace is associated with the second-largest increase in shareholder value (nine percent), suggesting that employee satisfaction is directly related to financial gain. Human resources practices like employee satisfaction, motivation, and punctuality lead to positive financial outcomes. Therefore, for organizations to achieve high performance, the interests of customers and employees should be taken into account like satisfaction, motivation, product, quality and manpower competence.

Frimpong and Fan (2009), defines performance management as the process through which managers ensure those employees’ activities and outputs are congruent with the organization’s goal. Therefore it is the organizations’ priority to ensure that motivational tools which encourages initiative and stimulates efforts from the employees are put in place for a better performance and deliverance of quality service. Motivation refers to the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action. Employee motivation affects productivity, and part of a manager’s job is to channel motivation towards the accomplishment of both personal and organizational goals. They conclude that Motivation and motivational factors have a positive effect on team performance within the banks.

Hameed et al. (2009), investigated the relationship between office design and productivity using subjective productivity measurement method. The performance of an employee is measured by the output that the individual produces and it is related to productivity. Productivity is defined variously as (i) “that which people can produce with the least effort”; (ii) “output per employee hour, quality considered” (iii) “the increased functional and organizational performance, including quality” (iii) “a ratio which measures how well an
organization (or individual, industry, country) converts input resources (labour, materials, machines etc.) into goods and services. The measures of subjective productivity measurement method are based on personnel’s subjective assessments and not based on quantitative operational information. Subjective productivity/ performance measure as an indicator used to assess individuals’ aggregated perceptions, attitudes or assessments toward an organizations product or service. Subjective productivity data which can be descriptive or qualitative is usually collected using survey questionnaires or by interviews. Subjective productivity data is gathered from employees, supervisors, clients, customers and suppliers. In the case, of banking sector there are increases in performance when there is less absenteeism, fewer employee leaving early and less breaks; whereas in a factory setting, increase in performance can be measured by the number of units produced per employee per hour.

Khan et al. (2010), analyzed the role reward plays in motivating employees of commercial banks of Kohat, Pakistan. They specifically analyzed the variance explained by predictor variables (payment, promotion, benefits and recognition) in criterion variable (employee motivation). They note that commercial banks play important role in worldwide economy and their employees are the best sources of delivering good services to their customers. Excellent services provided and offered by employees can create a positive perception and ever lasting image in the eyes of banks’ customers. The individual motivation of a commercial bank employee plays a major role in achieving high level satisfaction among its customers. With increase in the growth of the service industry, the commercial banks at present struggle for retaining employees possessing the capabilities of quality service. Satisfaction of banks’ customers depends on the quality of services and the way commercial banks employees render these services to their customers. Commercial banks employees’ satisfaction, loyalty,
commitment and motivation ensure the satisfaction of customers. The note that motivation is a process in which people are convinced to move forward for performing something special to fulfil their needs and get satisfaction. They found that employee work motivation in commercial banks of Pakistan in the form of payment, promotion, recognition and benefits led to higher productivity and that among the four independent variables promotion has greater effect in productivity.

Al-Aamri (2010), he examined employee motivation in private organization, with the view to identify the factors that promote positives motivational behaviour among employees. He argues that business all over the world today is very challenging. Internal and external operating environmental factors continue to challenge corporate performance and revenue growth. To stay profitable in the highly challenging and competitive global market economy, all the factors of production - men, machine and materials – should be wisely managed. Among the factors of production, human resource constitutes the biggest challenge because unlike other inputs employee management calls for skilful handling of thoughts, feelings and emotions to secure highest productivity. Employee motivation delivers long-term benefits in the form of high productivity. A motivated employee is a valuable asset which delivers immense value to the organization in maintaining and strengthening its business and revenue growth. While compensation and general working conditions are agreed in some way at the time of employment, the employee’s actual contribution, in terms of volume and quality of output, remains largely unspecified. Much depends on employees’ willingness to invest their skills and know-how in the production process. In turn, such commitment is built on organizational arrangement, well accepted working conditions and co-operative relations more generally.
Khan et al. (2010), investigated the role played by rewards in the process of motivating employees of commercial banks in Pakistan. The achievements of individuals and organizational goals are independent process linked by employee work motivation. Individuals motivates themselves to satisfy their personal goals, therefore they invest and direct their efforts for the achievements of organizational objectives to meet with their personal goals also. It means that organizational goals are directly proportion to the personal goals of individuals. The manager’s job is to ensure that the employees are self motivated towards work rather directed. The major issue in all services organizations, including commercial banks, is the motivation of employees (whether they are skilled, unskilled or professionals) especially in today’s competitive world. The level of employees’ motivation, their enthusiasm and energetic behaviour towards task fulfilment play key role in successes of an organization.

2.3.1 Importance of Motivation

The achievements of individuals and organizational goals are independent process linked by employee work motivation. Individuals motivates themselves to satisfy their personal goals, therefore they invest and direct their efforts for the achievements of organizational objectives to meet with their personal goals also. It means that organizational goals are directly proportion to the personal goals of individuals.

Robert (2005), reported that the manager’s job is to ensure the work done through employees are satisfied and the employees are self motivated towards their work rather than just being directed. The managers’ involvement is not so much important in the motivation of employees. The employees should motivate themselves to work hard.

The major issue in all services organizations is the motivation of employees whether they are
skilled or unskilled or professionals. Employee motivation is also a major issue for the commercial banks. It is a today’s challenge for the management in this competitive world to motivate employees to offer efficient and good services that customers expect so far. The employees’ motivation, their enthusiastic and energetic behaviour towards task fulfilment play key role in successes of an organization to benefit (Cheng, 1995).

According to Petcharak (2002), one of the functions of human resource manager is related to ensure employees’ workplace motivation. The human resource manager’s function should be to assist the general manager in keeping the employees satisfied with their jobs. Another goal in organization is the goal for the services manager is to develop motivated employees and encourage their morale regarding their respective works. The employee work morale, such as supervisors, peers, organization, and work environment can be defined in a sense that the employee has the feeling and be conscious about all aspects of the job. The performance is poor if the employee is not satisfied and happy.

Workplace dissatisfaction often leads organization and its employees’ poor performance.

2.3.2 Levels of Employee Motivation

According to research conducted by Mosley, Megginson, and Pietri (2001), there are three levels of employees’ motivations.

(1) The direction of an employees’ behaviour. It relates to those behaviours which the Individuals choose to perform.

(2) The level of effort. It refers to how hard the individual is willing to work on the behavior.

(3) The level of persistence. It refers to the individual’s willingness to behave despite obstacles. They found that management can make use of different tactics, strategies and policies to motivate employees in work settings, but different tactics, strategies and policies would have a different motivational impact on diverse people.
Daschler and Ninemeier (1989), conducted research and investigated what employees may seek from the work environment. Their discussion reviews some of employee-related concerns that can be found in the venue of strategies to employees’ motivation.

- Employees are individuals that come from different backgrounds, they have different education with different experiences and their different family classes are all the factors in which their needs be located.
- The primary interest of employees is to satisfy their personal needs, ambitions, desires and goals.
- An employee wants to satisfy its basic needs, linked to survival and security concerns and desire to belong, to generate positive feelings from within and from others, and to be self-fulfilled.
- Most employees want (a) fair and consistent company policies in matters affecting them; (b) management they can respect and trust; (c) adequate working relationships with managers and co-workers; (d) acceptable salaries and working environment; (e) appropriate job security assurance; (f) favourable job status.
- The other important factors that can fulfil and motivate employees are: challenging work, work that yields a sense of personal accomplishment, expression of appreciation for good performance, increased responsibility and the chance to grow in the job, the feeling of importance and making a contribution to the organization, and participation in job-related matters that affect the employees.

The research conducted by Dr. Kashifurrehman et al. (2007), in Pakistan measuring the effect of Human Resource Strategies’ like pay, promotion and training on job satisfaction. Their study was focused on workforce of service based companies in Pakistan. They concluded from their research that pay, promotion and training had positive and significant impact on
job satisfaction. They argued and suggested that employees in Pakistan give more importance to pay and promotion than training.

Al Jenaibi (2010), explored the sense of job satisfaction and the struggles employees face in government organizations by using a case study of different organizations in the UAE. Job satisfaction occurs when someone feels he/she has proficiency, value, and is worthy of recognition. Therefore, job satisfaction is a worker’s sense of achievement and is generally noted to be directly associated with improved efficiency as well as to personal welfare. Job satisfaction is the belief of the employee that he/she is doing a good job, enjoying the process, and being suitably rewarded for the effort. Job satisfaction is a measure of how happy workers are with their jobs and work environment. Keeping morale high among workers is of fabulous benefit to any company, as content workers will be more likely to produce more results, take fewer days off, and remain loyal to the company. Job satisfaction is an essential factor that affects employees’ initiative and enthusiasm. A lack of job satisfaction can lead to increased absenteeism and unnecessary turnover in the workplace. Job satisfaction increases the degree of happiness in the workplace, which leads to a positive work approach. A satisfied worker is creative, flexible, innovative, and loyal. Job satisfaction in general means the work force is motivated and committed to high quality performance. Improving the quality of working life will help employees to increase productivity (the quantity and quality of output per hour worked). The main finding of their research is that job satisfaction is based on effective management, communication, facilities, and benefits, including salaries, technologies, and future job directions.

2.4 Performance Measurement

Chen and Silverthorne (2008), identify three types of performance. One is the measure of output rates, amount of sales over a given period of time, the production of a group of
employees reporting to manager, and so on. The second type of measure of performance involves ratings of individuals by someone other than the person whose performance is being considered. The third type of performance measures is self-appraisal and self-ratings. As a result, the adoption of self-appraisal and self-rating techniques are useful in encouraging employees to take an active role in setting his or her own goals. Thus, job performance measures the level of achievement of business and social objectives and responsibilities from the perspective of the judging party (Hersey and Blanchard, 1993).

2.4.1 Performance Appraisal

Employees want to know how well they perform on their jobs. A simple statement, almost axiomatic in any organization, yet it has probably caused more controversy, applied research and practical advice than any other assertion in the history of management writing and thinking (Kavanagh, 1997). Employees want to how well they performing and interested in getting feedback to ensure that they work towards goals of the business. The assessment of employees helps the business to grow, fill in vacant position, prepared employees for training and development.

Performance appraisal is a process within the overall performance management process (Dowling et al., 1999), and is defined as “the evaluation of an individual’s work performance in order to arrive at objective personnel decisions” (Robbins et al., 2000).

2.4.2 Performance Appraisal Purpose

Taylor and Wherry (1951), proposed that ratings collected for administrative purposes would be more lenient than ratings collected for research or developmental purposes. The majority of the research on performance appraisal purpose has focused on the rater, some work has also been conducted on rater effects (Boswell & Boudreau, 2000, 2002).
There are numerous methods to measure employee’s performance appraisal but some of these methods are not suitable in some cases. Effective appraisal systems should address clarity, openness, and fairness; recognize productivity through rewards; and be cognizant of appraiser leadership qualities (Winston & Creamer, 1997).

2.4.3 Performance Appraisal Methods

Decenzo and Robbins (2002), demote that there are three existent approaches for measuring employees’ performance appraisal. These are (1) absolute standards (2) relative standards and (3) objectives.

2.4.3.1 Absolute Standards

It refers to a situation that employees are compared to a standard, and their evaluation is independent of any other employee in a work group (Dessler, 2000). This absolute standard is also known as the old method of performance appraisal of employees. Included in this group are the following methods: the essay appraisal, the critical incident appraisal, the checklist, the graphic rating scale, forced choice and behaviorally anchored rating scales.

The essay appraisal: It is the simplest evaluating method in which evaluator writes an explanation about employee’s strength and weakness points, previous performance, positional and suggestion for his (her) improvement at the end of evaluation term. This kind of evaluations usually includes some parts of other systems to cause their flexibility. This method often combines with other methods. In essay appraisal, we attempt to focus on behaviors (Mondy, 2008).

The critical incident appraisal: It focuses on key factors which make difference in performing a job efficiently. This method is more credible because it is more related to job and based on individual’s performance than characteristic. The necessity of this system is to try to measure
individuals’ performance in term of incidents and special episodes which take place in job performance. These incidents are known as critical incident. In this method, the manager writes down the positive and negative individuals’ performance behavior in evaluation term (Mondy, 2008).

The checklist: In this method, the evaluator has a list of situations and statements and compares it with employees. The checklist is a presentation of employee’s characteristics and performance. The results can be quantitative and give weight to characteristics. Answers of checklist are often “Yes” or “No” (Decenzo, 2002).

The graphic rating scale: This is the most commonly used method of performance appraisal because they are less time-consuming to develop and administer and allow for quantitative analysis and comparison. It is a scale that lists some characteristics and range of performance of each individual.

Therefore, employees are ranked by determining a score which shows their performance level. The utility of this technique can be enhanced by using it in conjunction with the essay appraisal technique (Mondy, 2008).

Behaviorally anchored rating scales (BARS): This method replaces traditional numerical anchors tools with behavioral prototypes of real work behaviors. BARS let evaluator to rank employee based on observable behavioral dimension. The elements of this method are result of combination of major elements of critical incident and adjective rating scale appraisal methods (Wiese, 1998). BARS have five stages (Decenzo, 2002): 1) Generate Critical Incidents, 2) Develop performance dimensions, 3) Relocate incidents, 4) Rating of level of performance for each incident and 5) Development of the final instrument.

2.4.3.2 Relative Standards

In the second general category of appraisal methods, individuals are compared against other
individuals. These methods are relative standards rather than absolute measuring device. The most popular of the relative method are group order ranking, individual ranking and paired comparison.

Group order ranking: In this method, employees are placed into a particular classification, such as “top one-fifth”. For example, if a rater has 20 employees, only 4 can be in the top fifth and 4 must be relegated to the bottom fifth (Decenzo, 2002).

Individual ranking: In this type of appraisal, individuals are ranked from highest to lowest. It is assumed that the difference between the first and second employee is equal to difference between 21st and 22nd employee. In this method, the manager compares each person with others than work standards (Dessler, 2000).

Paired comparison: In this method, employees are compared with all others in pairs. The number of comparison is followed as (1) $2N \cdot N$ – in which N shows the number of employees. After doing all comparisons, the best person is determined for each characteristic (Mondy, 2008).

2.4.3.3 Objectives

The third approach to appraisal makes use of objectives. Employees are evaluated on how well they accomplished a specific set of objectives that have been determined to be critical in the successful completion of their job. This approach is frequently referred to as Management by Objectives (MBO). Management by objectives is a process that converts organizational objectives in to individual objectives. It consists of four steps (Ingham, 1995): goal setting, action planning, self-control and periodic reviews.
360 Degree Feedback Appraisal

360 degree evaluations are the latest approach to evaluating performance. It is a popular performance appraisal method that involves evaluation input from multiple levels within the firm as well as external sources. There are numerous authors who propose definitions of the 360 degree feedback process.

“Feedback from multiple sources or ‘360 degree feedback’ is a performance appraisal approach that relies on the input of an employee’s superiors, colleagues, subordinates, sometimes customers, suppliers and/or spouses” (Yukl and Lepsinger, 1995). In a special edition of Human Resource Management on 360 degree feedback, Tornow (1993), observes that in 360 degree feedback programmes, feedback about a target individual is solicited from significant others using a standardized instrument. Jones and Bearley (1996), refer to 360 degree feedback as the practice of gathering and processing multi-rater assessments on individuals and feeding back the results to the recipients.

Hoffman (1995) explains that 360 degree feedback is an approach that gathers behavioral observations from many layers within the organization and includes self-assessment.

The 360-degree evaluation can help one person be rated from different sides, different people these can give the wider prospective of the employee’s competencies (Shrestha, 2007). It has been used for human resource development, appraisal and pay decisions (Armstrong, 1998; Stone, 2002).

GCB Bank uses employees’ performance appraisal to assess the individual performance for the bank. This system ensures that supervisor/managers assess the employees at the end of the year and a report is sent to Head Office for onward promotion or non-promotion for that particular year. The managers use the graphic rating scale approach and easy appraisal method to assess the performance of the employees. This form gives a qualitative and quantitative work done by employees for the year. The managers are call to assessment
centre for interviews and group work and assessed, and aftermath whether to be promoted or not. (Source: GCB Human resource division, Head Office)

The branch also uses budget estimation to assess the financial year of the branch. When the group bank declared profit at the end of the year, each staff is given performance reward and those who do not performed well are sanction by forfeiting their rewards. (Source: GCB Research and Planning Department, Head Office)

Productivity in every organization or company depends on many variables. Some of these variables are associated with a more adequate managing and planning of structural issues (e.g. production capacity), whereas other factors are related to more infrastructural aspects of the organization or company’s operations (e.g. workforce motivation). They added that, traditional theories of human behaviour and motivation state that job performance is often the result of at least two aspects: the abilities and skills (natural or acquired) that an employee possesses, and his/her motivation to use them in order to perform a better job (Sarmiento and Beale, 2007).

Aguinis (2005), argues that performance in any organization is determined by three major factors namely: (i) Declarative knowledge which is information about facts and things including information regarding a given task’s requirement, labels, principles; (ii) Procedural knowledge which is a combination of knowing what to do and how to do it and includes cognitive, physical, perceptual, motor and interpersonal skills; and (iii) Motivation which also involves three types of choice behaviours: Choice to expend effort, Choice of level of effort and Choice to persist in the expenditure of that level of effort. He establishes an equation for performance as the product of these three determinants as:

\[
\text{Performance} = \text{Declarative Knowledge} \times \text{Procedural Knowledge} \times \text{Motivation}
\]
Therefore if any of the variables is zero, then performance is zero and low score in any of these variables will definitely lead to low performance.

According to Encyclopedia of Business (2011), improvement in individual, group, or organizational performance cannot occur unless there is some way of getting performance feedback. Feedback is having the outcomes of work communicated to the employee, work group, or company. For an individual employee, performance measures create a link between their own behaviour and the organization's goals. For the organization or its work unit's performance measurement is the link between decisions and organizational goals. Measurement is therefore the first step in improvement. But while measuring is the process of quantification, its effect is to stimulate positive action. Performance measures can be grouped into two basic types: those that relate to results (outputs or outcomes such as competitiveness or financial performance) and those that focus on the determinants of the results (inputs such as quality, flexibility, resource utilization, and innovation). This suggests that performance measurement frameworks can be built around the concepts of results and determinants. Measures of performance of a business usually embrace five fundamental, but interlinking areas: Money, usually measured as profit; Output/input relationships or productivity; Customer emphasis such as quality; Innovation and adaptation to change; and Human resources. Within the operations area, standard individual performance measures could be productivity measures, quality measures, inventory measures, lead-time measures, preventive maintenance, performance to schedule, and utilization. Specific measures could include:

1. Cost of quality: measured as budgeted versus actual.
2. Variances: measured as standard absorbed cost versus actual expenses.
3. Period expenses: measured as budgeted versus actual expenses.
4. Safety: measured on some common scale such as number of hours without an
5. Profit contribution: measured in dollars or some common scale.
6. Inventory turnover: measured as actual versus budgeted turnover.

While financial measures of performance are often used to gauge organizational performance, some firms have experienced negative consequences from relying solely on these measures. Traditional financial measures are better at measuring the consequences of yesterday's actions than at projecting tomorrow's performance. Therefore, it is better that managers not rely on one set of measures to provide a clear performance target. Many firms still rely on measures of cost and efficiency, when at times such indicators as time, quality, and service would be more appropriate measures. To be effective, performance yardsticks should continuously evolve in order to properly assess performance and focus resources on continuous improvement and motivating personnel. In order to incorporate various types of performance measures some firm's develop performance measurement frameworks. These frameworks appear in the literature and vary from Kaplan and Norton's balanced scorecard to Fitzgerald's framework of results and determinants.

Kaplan and Norton's balanced scorecard approach operates from the perspective that more than financial data is needed to measure performance and that nonfinancial data should be included to adequately assess performance.

Similar, a lesser known, performance measurement framework titled the "performance matrix" is more flexible, as it is able to integrate different dimensions of performance, and employs generic terms such as internal, external, cost, and non cost.

2.5 CHAPTER SUMMARY

The development of banking in Ghana and the start of Ghana Commercial bank Limited is much appreciated, the theories and concepts of motivation, the levels of employee’s
motivation, performance appraisal methods and corporate performance measurement were discussed. This shows whether the motivation of employees really affect performance in the banking sector.
CHAPTER THREE
RESEARCH METHODOLOGY AND PROFILE OF STUDY AREA

3.1: Introduction
This chapter describes the methodology used for the study. The main issues discussed here are the research design, research population, sample and sampling technique, source of data and data collection methods, and method of data analysis.

3.2: Research Design
Saunders et al. (2007), defines research design as the general plan of how the research questions would be answered. It is the conceptual structure within which research is conducted. It constitutes a blueprint for the collection, measurement and analysis of data.

A survey is a method of collecting data in which people are asked to answer a number of questions (usually in the form of a questionnaire). The reliability of a survey’s results depends on whether the sample of people from which the information has been collected is free from bias and sufficiently large (Encarta, 2009).

The research design for this study was the survey research design to assess the relationship between the effect of motivational packages and staff performance. This is therefore qualitative and quantitative in outlook.

Research tools are the methods of data collection (e.g. questionnaire, observation, document analysis). The research tools used for the study were questionnaires and interviews.

3.3: Population, Sample Size and Sampling Techniques for the Study
All the items under consideration in any field of inquiry constitute a population. It can be presumed that in such an inquiry when all the items are covered no element of chance is left
and highest accuracy is obtained. Sekeran, (1990) reported that population refers to the entire group of people, events or things of interest that the researcher wishes to investigate.

Quite often we select only a few items from the population for our study purposes. The items so selected constitute what is technically called a sample. Sekeran, (1990) defines a sample as a portion of the population that has attributes as the entire population.

The target population for the study consists of all staff of GCB Limited working in the 22 branches of the Kumasi area zone of the bank. The total number of people forming the population is about one hundred and fifty-three (153). Thus, all the 153 employees were given questionnaires and 95 responded representing about (62%). That is, all were offered the chance to participate in the study but some about (38%) inevitably partially declined.

3.4: Data for the Study

The study depended on primary data collected from the staff and some secondary data. The primary data was collected from the field survey using questionnaires and interview schedules. The questionnaires comprised both close-ended and open ended questions. These formed the basis of the analysis of the study. The researcher went to the various GCB Ltd branches in the Kumasi area and handed the questionnaires to the various respondents. The researcher then explained how the questionnaires were to be filled and two days later he went back to collect the filled copies.

The secondary data was sourced from the audited annual reports and financial statements of the bank and other selected banks.
3.5: Data Analysis and Presentation

The data collected was processed using the statistical package for social science (SPSS). The results of the study are shown in tables, percentage charts and graphs. Both qualitative and quantitative methods of data analysis were used for the study. The variables of interest to the researcher were motivation and job satisfaction and these were analyzed after analyzing the demographic description of respondents.

3.5.1 Motivation

Malik et al. (2011) identified some antecedents of motivation. In this study five categories of antecedents were considered: self actualization, esteem needs, social needs, security and safety needs, and physiological needs. Again, motivation was measured using an instrument developed by Khan et al. (2010), who analyzed the role reward plays in motivating employees of commercial banks of Kohat, Pakistan. They specifically analyzed the variance explained by predictor variables (payment, promotion, benefits and recognition) in criterion variable (employee motivation). Hameed et al. (2009), investigated the relationship between office design and productivity using subjective productivity measurement method. The performance of an employee is measured by the output that the individual produces and it is related to productivity. Productivity is defined variously as (i) “that which people can produce with the least effort”; (ii) “output per employee hour, quality considered” (iii) “the increased functional and organizational performance, including quality” (iii) “a ratio which measures how well an organization (or individual, industry, country) converts input resources (labour, materials, machines etc.) into goods and services.

3.5.2 Job satisfaction

Al Jenaibi (2010), explored the sense of job satisfaction and the struggles employees face in government organizations by using a case study of different organizations in the UAE. Job
satisfaction occurs when someone feels he/she has proficiency, value, and is worthy of recognition. The variables used to measure job satisfaction were early reporting to work, staying on the job, delight to customers, respect amongst colleagues, inner satisfaction, loyalty to the bank.

3.6 Organisational Structure of Ghana commercial Bank Ltd

After Ghana’s independence in 1957, the Bank of Gold Coast was renamed Ghana Commercial Bank. Later, the Bank of Ghana was born out of commercial bank when central banks were separated from the commercial bank functions. Ghana Commercial Bank Ltd then focused on commercial banking services such as mobilization of deposit and granting of loans.

Management structure of Ghana Commercial Bank Ltd

The Bank has since been managed by Board of Directors, management committee, senior officers and employees union. The head office of the bank is situated in Accra.

Mission of Ghana Commercial Bank Ltd

The mission of GCB Ltd is to be the established leader in banking satisfying the expectations of customers and shareholders providing a full range of cost efficient and high quality services nation-wide through the optimization of information technology and efficient branch network. For the achievement of this mission the bank is committed to;

i. The provision of first class customer service

ii. Ensuring that staff are well motivated and have a conducive working environment.

iii. Recruiting and retaining the best human resources to carry out the bank mandate.

iv. Constant improvement in shareholder value.
v. Applying the best practices in internal policies, procedures, processes and service delivery.

vi. Constant improvement in the use of information technology.
CHAPTER FOUR

ANALYSIS, FINDINGS AND DISCUSSION OF DATA

4.0 Introduction

The previous chapters of the study addressed the contextual, theatrical and descriptive aspects of the study. The focus of this present chapter is to analyse the field data and examine the findings in the light of the objectives of the study. The quantitative data collected under the survey was coded for the analysis. SPSS was used to analyse the quantitative data. The qualitative data was also thoroughly discussed in relation to the objectives of the study.

Analyses of the field data and the discussion of the findings therein have been presented in the following structure:

4.1 Profile of Respondents;

4.2 Motivational packages for staff;

4.3 Effects of motivational packages on employees’ performance;

4.4 Effects of motivational packages on corporate performance

The analysis and discussions of the study will now proceed accordingly.

4.1 Profile of Respondents

Perry (2000), contends that, personal attributes like gender, education, family life status and age had significant effect on motivation at the workplace. The socio-demographic description of respondents, presented for analysis included

a. Gender of respondent,
b. core duties of respondent,
c. Department and various branches and number of year’s respondents have been working, and designation of respondent over the years.

4.2.1: Gender of Respondents.

The sample size of this study was unique because the 95 respondents were more of volunteers for the study and is interestingly made up of 48% male and 52% female which coincidently is the national population gender representation of Ghana (figure 4.1). This is so because the number of banks position in the Kumasi zone area, which is a brisk business and in commercial area more feminists are needed than men to provide good and fast routine services to the customers. This idea would draw new more customers to the bank. This is true and supported by the assertion founded by Naff and Crum (1999), studied employees from the public sector and found that the level of motivation for women was higher than for men in the public sector thus suggesting the role of gender in motivation. Whatever the motivation women appreciate it more than men. Women are easily motivated and therefore give up their best with any little motivation given them. The study tried to give equal gender balance to both males and females.
4.2.2 The Designation of employees of GCB Limited

Ideally, a holistic view of the designation of employees of GCB limited revealed three different titles and they are clericals, supervisors and managers/manageress. The respondents of the study consist of 13.7% managers, 40% supervisors and the remaining majority of 46.3% being clerical staff.
4.2.3: The Core Duties of respondents at GCB limited.

Realistically, a comparative view (of figure 4.2 and 4.1) revealed that the core duties of employees of the bank are dependent on employees’ designation. Nevertheless, 45 (47.4%) of the employees perform customer service duties and this is equivalent (even though it is +1) to the frequency and its corresponding percentage value for the clerical staff title. Also, 38 (40.0%) of the employees perform duties as loan officers and system administrators and this is directly equal to the frequency and its percentage value for the officer/supervisory title. Consequently, 12 (12.6%) employees perform managerial and operational duties and this also
(even though it is -1) to the equivalent frequency and its corresponding value for the managerial title.

Most of the core duties are performed by clericals and the line managers and supervisor’s duties are to ensure the employees achieved the goals of the bank. The employees ensure that the customers are satisfied and most of the customers interrupt with employees in every working day and so if the employees are de-motivated it would have repercussion on the performance of the bank. The manager’s role is to achieve the target for the bank, and so that makes the manager achievable. This confirms what Heller, J., Goulet, L., Mohr, E., (2004), in their research on Acquired-Needs Theory of David McClelland. According to the acquired-needs theory, individuals acquire types of needs as a result of their life experiences. Some needs could be learned; the achiever seeks to appreciate frequent recognition of how well they are doing rather than money being paid to them. A branch manager would be happy to realize his bank’s targets before the year ends. To achieve these they ensure that every employee delivers delight service to customers and also perform the role of human resource management at each branch. This confirms what Cheng (1995), views that the biggest challenge for banks management today is to motivate employees for lack of proficient offer and better services according to customers’ expectations. One of the major functions of a human resource manager is to enhance and maintain employees’ work motivation. Human resource management’s function is to assist the general manager or line management in keeping the employees satisfied with their jobs by providing motivation of different kinds. Branch managers thus double as both human resource and general managers to propel job satisfaction through motivation so as to generate high performance (Petcharak, 2004).
4.2.4: Years Respondents have been working with GCB Limited.

Majority of the respondents that is, (54.7%) have worked with the bank for 16 years and above. The remaining few (4.2%) have worked between the year range of 1-5 years. This means in any case that majority of the employees are entitled to and have received motivational packages in one way or the other if only it is awarded on the basis of time scale (Figure 1). Those clerical employees’ must have received car loan by now since they worked for more than sixteen years and above. The managers may be heading toward retirement would be expecting housing loan. The problem is that these staff might not have received the housing loan or car loan which is a source of extrinsic motivation for them to stay on the job. The numbers of years an employee remain in the employment of the bank enhance his/her
chances of getting motivated in way one or the other. The goodwill nature of the bank ensuring that employee stay in the job for long years before motivated with a package must be a thing of the past. The educational qualification of the employees and their responsibilities should be considered in the course of promoting employees in taking up higher responsibility an also granting them extrinsic motivational packages.

The new staffs who have worked for 1-5 years the bank should help them settle on their bank needs so as to give them peaceful mind to stay on the job with satisfaction. Those who have worked for 16 years and above mostly require housing loan and car loan as their extrinsic motivation component. Most of the employees who qualify for this long term packages are given it and they intend normally give up their best in the discharge of their schedule tasks in the bank. Long serving employees exhibit a higher degree of self motivation. This can demotivate the employees who did not work in the bank for more than 5 years and can therefore affect their performance. Whereas GCB limited policy is for employees to stay on the job for more than five (5) years which is demotivating for a young fresh graduate employed. Some staff has stayed on their grade for more than seven to ten years which did not promote succession plan for the bank and some do not have access to training programmes organized by the bank. The motivation packages that existed in GCB were small as compared to the other banks for instance ADB Bank give GHS 15,000-GHS25,000 for clericals and GCB gives GHS10,000.00 as car loan (www.intranet.gcb.gh.com, accessed date 20th May, 2010 5:30pm) Even though there is a policy for review every two years, most staff do not get it on time since others had not received yet. The system would be running alright but deep down most of the staff were demotivated and also could not give their best.
4.3 MOTIVATIONAL PACKAGES FOR STAFF AT GCB LIMITED

Motivation can generally be looked at as being extrinsic or intrinsic. For the purpose of these analyses the motivations of GCB to its staff would be considered in both categories.

Extrinsic motivation:

The extrinsic elements of motivation encapsulate all economic benefits made available to compensate staff for their services, effort and/or achievements. Some of these elements according to Khan et al. (2010), include salary, promotion, retirement and other working reward benefits.
GCB’s range of extrinsic motivational packages for its employees like most organizations in Ghana, covers periodic enhanced salaries to employees, fringe benefits, promotions and many others. (Table 4.2) These motivational packages, as a matter of policy, are reviewed every two years by employees union, management and board of directors. GCB range of intrinsic motivational packages for its employees like most organizations in Ghana, covers training and development, job satisfaction, responsibility, freedom to act, scope to use and develop skills and abilities and challenging work and opportunities for growth. The intrinsic factor seeks to achieve the long term goals for the bank whiles the extrinsic achieved a shorter time goal for the bank. The consequence of the extrinsic is that in the short run, it entices the employees to deliver and to augment in achieving the long term goal of the bank. The employees who want enhanced salary has the tendency to move to a new bank where the enhance salary is much higher than the existing once. Managers should be interested in employees who are achievers and try to ensure that all employees work to their full potential, so as to move the bank forward. The bank has proven that employees when motivated with enhance salary is still able to achieve the branch target and the overall corporate performance (GCB Eagle newsletter 2008).

Table 4.1: Kinds of Motivational Packages for respondents of GCB LIMITED.

| 1. Enhanced Salaries to employees                     |
| 2. Employee Car loan scheme                          |
| 3. Employee Housing loan scheme                      |
| 4. Fringe benefit                                    |
| 5. Promotion                                         |
| 6. Recognition                                       |

Source: Field Survey, 2011
When employees were asked to choose from a range of motivational packages, the most important one to each of them, majority of the respondents, 34.7% recognized enhancement of salaries to employees as the most important to them (table 4.3). The next was fringe benefits (15.8%) and then the third most preferred was promotions. Thus all the categories of staff in the bank are clerical, supervisors and managers’ chose enhance salaries as their first priority. Well paid employees are normally committed to their jobs and hardly indulge in fraud as against leanly paid employees.

The choice of enhanced salary by employees raises some basic concerns on the bankers’ needs in the company. The said choice is necessary so as to enable them finance their physiological needs which are fundamental in humans as identified by Maslow in his hierarchy of needs model. The research, to this extend, is concern with the relativity of satisfying employees needs to their working to achieve corporate objectives.

The second best package for employees was fringe benefit. The fringe benefits constitute food allowance, fuel and maintenance allowance, rent allowance, risk allowance and responsibility allowance. As per figure 4 below, employees received fringe benefits on monthly or quarterly basis. These benefits are easily earned by all employees than the other benefits such as car and housing loans that are only given to long serving employees. These benefits go a long way to support the salaries paid to employees. These packages are given to employees based on the education qualification and responsibilities aside how long the person has been working with the bank. This is in line with goal theory where equity types are given to employees based on fair pay for equal work.

The third is promotion which ensures that employees advance in their career development as a banker. Promotion is technically the enrichment of one’s job and its associated remuneration. Thus, when employees are promoted, they are given higher pay to compensate
for the increased or higher responsibilities assigned them to carry out the bank mandates. Since each branch has limit has to who manages it and responsibilities assign to it. The bank policy for promotion is every four years and depends on the number of vacancy available at each position. The employees would like to be promoted in the bank to ensure continuity and survival of the operations. This is consistent with a similar study in Pakistan by Kalim Ullah Khan (2010). The study looked at rewards and motivation of employees in commercial bank. In the study, majority of the employees selected payment as the first motivation package which can affect their performance in the bank in Pakistan. This is true as in case of GCB’s in Kumasi zone. Wilson (1994), argues that the performance management process is one of the primary elements of the total reward system. It is the process that impacts performance between wages or salaries and provides the basis on which individual results are measured and calculated.

Promotion was third in this study but was second in the Pakistan commercial bank’s case. This implies that there is a strong relation between motivation packages and employees performance. This is also in support of Fredrick Herzberg’s Two-Factor Theory. The motivational factors are factors that are intrinsic to the job, such as achievement, recognition, interesting work, increased responsibilities, advancement, and growth opportunities.
4.3.2 Time scale for respondent to benefit from packages and Adequacy of Packages

Table 4.4 is a clear indication that all (100%) the views of the employees was incorporated in the motivational packages. Respondents representing (90.5%) was of the view that the packages their received are enough to motivate them to give their best to the bank. Only a few respondents of (9.5%) said the packages are not enough (table 4.5). The employees believe that it takes a longer time for them to benefit from major packages of the bank. For example, the housing loan scheme takes up to 10-20 years before a person qualify to benefit from such policies. The employees believe that if such policy is reduced from 10-20 years to five years continues service with the bank it would stimulate employees staying in the bank.
Once these packages are put in place and are reviewed every two years there is a relationship between motivation and employees performances. When the extrinsic packages are reviewed and it is positive and employees are happy so they give up their best for the bank. This is because most of reviewed policy address issued that affect employees welfare. Other packages like scholarship for staff can be put in place for employees who want to develop their banking career. This policy must not be bonded with the number of years an employee has to serve the bank before qualifying for it. There should be automatic promotion for employees who passes the banking courses examination with the chartered institute of bankers.

**Figure 4.6: Incorporation of respondents view on motivational package**

![Figure 4.6: Incorporation of respondents view on motivational package](image)

Source: Field Survey, 2011
Figure 4.7 Are packages enough to motivate you give your best?

Source: Field Survey, 2011

Table 4.2: Suggested alternative adequacy levels of packages

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Reduction in the time frame for car loan.</td>
</tr>
<tr>
<td>2.</td>
<td>House loan should be as a result of having worked for a minimum of five years.</td>
</tr>
<tr>
<td>4.</td>
<td>Need for lump sum of capital resource for both voluntary redundant and pension personnel’s.</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2011
4.3.3 Conducive of Office Environment to enhance Work Output

More than half (84.2%) of the employees gave their views that their office environment is conducive enough to enhance their work output, leaving the very few (15.8%) to suggest that their office environment is not conducive due to uncomfortable swivel chairs, branches not build up to the ultra modern standard, not much floor space to satisfy customers, fluctuating lightening system and air conditions not in good shape. This is shown in figure (4.5 diagram). Hameed et al. (2009), investigated the relationship between office design and productivity using subjective productivity measurement method. The performance of an employee is measured by the output that the individual produces and it is related to productivity. Productivity is defined variously as (i) “that which people can produce with the least effort”; (ii) “output per employee hour, quality considered” (iii) “the increased functional and organizational performance, including quality” (iii) “a ratio which measures how well an organization (or individual, industry, country) converts input resources (labor, materials, machines etc.) into goods and services. This is confirmed by the (84.2%) respondent and it is in agreement with hameed et al. (2009) research that there is a relation between office design and employees productivity. Once the office environment is conducive for business more customers would be willing to do business with the bank. The long run effect is that employees would be healthy and profitability would be high, the rate of sick leaves would be down and it boosts the image of the bank. The ambience of the bank premises must be the best and should portray the bank organizational culture. The environment of the bank must in the relaxed mood, attractive and business like.
4.4 Effects of Motivational Package on Employee Performance

From (Table 4.6), it is certain that the motivational packages, irrespective of the type or kind has a positive influence on the employees in one way or the other. Effective motivation influences loyalty, job satisfaction and the many associated working novelties. The study revealed that an even despairing of motivation influence in employee. It ranges from (20%), for employees loyalty to (14.7%) being punctuality at work. Inner satisfaction is the second most influenced work characteristics represented by (17.9%) of respondents. Staying on the job, delight to customers and respect among colleagues each attracted (15.8%) of respondent. The theory of Abraham Maslow is agreed with the inner satisfaction of the employees
because at each point of respondent’s years with the bank a need is met per the policy of the bank. The loyalty (20%) of the employees is most appreciated since most of the employees have worked in the bank for more than sixteen years and above. This indicates that there is a good relation between motivation and employees performance for the bank. This supports Daschler and Ninemeier (1989), findings that employees are working to satisfy their basic needs, for survival, be economically secured, get self fulfilling among others. Their discussion reviews some of employee-related concerns that can be found in the venue of strategies to employees’ motivation.

• An employee wants to satisfy its basic needs, linked to survival and security concerns and a desire to belong, to generate positive feelings from within and from others, and to be Self-fulfilled.

• Most employees want (a) fair and consistent company policies in matters affecting them; (b) management they can respect and trust; (c) adequate working relationships with Managers and co-workers; (d) acceptable salaries and working environment; (e) Appropriate job security assurance; (f) favourable job status. The respect amongst colleagues always promotes the employee co-existing in the office and this promotes cordial relationship with customers. In the long run, customers continue to do business with the bank and the employees performing the bank mandates achieve the bank targets.

However, irrespective of the direction of the impact or influence of the packages on the employees, it positively affects all staff and their work output (Figure 4.7) confirms that more of the staffs would have been able to achieve his/her current performance level if current motivational packages were not available to him/her.
This shows that if GCB withdraws its motivational packages it steed a negative impact on the bank performance. The employees would be lackadaisical towards their work even though their core remuneration will be paid.

Figure 4.9: Influence of motivational package on employee performance

Source: Field Survey, 2011

Figure 4.10: Employee is able to achieve the same levels of output without motivational packages.
4.5 Effect of packages on GCB Limited Performance.

They also believe that the packages have also impacted positively on GCB limited in the area of efficiency (29.5%), deposit mobilization (22.1%) and many others through them as a result.
of the influence on them (Table 4.8). As this package trigger the branch to achieve its goals in the long run the bank as a group perform well and lead to the attainment of the corporate performance target. The assets of the bank has increased, the profitability is high, deposit level good and loan/advance also repayable. Among the four selected listed banks (thus SCB, ECOBANK Ghana, SG-SSB, and CAL bank) at Ghana stock exchange, GCB Ltd top all in terms of customer deposits, bank assets and loan and advances given out to populace and institution.(www.ghana stock exchange financial report). The performance indicator is good but there is still room for improvement. This can be done by introducing more new products, train and retrain employees to be up to the task. The shareholders value has increased and the capital gain of the share is high compare to the banks in the industry thus from 2006-2010 the share value has increased from GHS0.60 to GHS 2.50 over the period. GCB Ltd. Share price has increased for the year 2010 as against the four listed banks in terms of share price rising up to GHS 2.50(www.ghana stock exchange price index of share. Accessed on 20th December,2010) The dividend declared by GCB Ltd is GHS 0.07 which top SG-SSB and CAL Bank dividend values of (GHS 0.045 and 0.036 respectively) but ECOBANK AND SCB top GCB LTD in terms of the dividend declared for the year 2010 (ECOBANK GHS 0.20 and SCB GHS 3.75).
Source: Field Survey, 2011

Wanyama (2010) finds that, highly satisfied employees show above average levels in their employee productivity and profitability. This would reflect that the bank will continue to survive in its operations. Wanyama (2010) notes that employee performance depends on the amount of time an individual is physically present at a job and also the degree to which he or she is “mentally present” or efficiently functioning while present at a job. Companies must address both of these issues in order to maintain high worker performance, and this may occur through a variety of strategies that focus on employee satisfaction, health, and morale. Highly satisfied groups of employees often exhibit above-average levels of the following
characteristics: customer loyalty (56%), productivity (50%), employee retention (50%), safety records (50%), and profitability (33%).

For the period 2006-2010, the bank deposit level has grown from GHS 634,573- GHS 1,575,281. The achievement of this result is a concerted effort from management, supervisors and clericals. The deposit of the bank means customers have increased their savings and investment with the bank and are confident it is being safe as per the analysed data. From the finding the profitability of the bank indicates that the bank is performing well even though it has the lowest percentage (10.5%). Banks major source of income is interest received from the lending of money that is advances to corporate institution, small business and individuals. The bank’s loan portfolio has over 5 years (2006-2010) increased from GHS 364,539- GHS 1,003,682 attracting a percentage of (171.15%). The year 2006, profit after tax was GHS 35.7 million as against the year 2010 profit after tax was GHS 56.1million show that both increases in income on loan interest and miscellaneous business are major revenue aspect of the bank. The Assets of the bank has increased over the years and this expansion of the bank asset in the future brings about future profit of the bank. The assets over the five years, has grown from GHS 779,202 to GHS 2,112,822. This represents a percentage change of 108.03% over the five years period of banks activities.

FINANCIAL PERFORMANCE OF GCB FROM 2006 TO 2010

From figure 4.7, the bank achieved much improved financial results in 2010 as against each of the past five years beginning from 2006. In 2010, the group’s profit before tax of GHS 91.313 millions was 133 percent above that of 2006. This shows that group’s profit is not bad and an impairment charge of GHS 455 million paid by government as part TOR debt made
the group’s to make profit than the year 2006. This made the bank to place third in terms of profit when compared with the four selected banks for the analysis. This impairment occurred in 2006 as a result of letter of credit issued for Tema Oil Refinery (TOR) to lift crude oil into the country. The government of Ghana made part payment in the financial year of 2010. This loan recovered made the income to rise. In 2010, the bank’s distributable profit after tax was GHS 56.1 million which was 175 percent higher than the after tax profit of GHS 35.7 million in year 2006. The earnings per share have also increased by 13.1 percent for the year 2010. The customer deposit also increased by 67.45 percent thus from 2006 to 2010. This shows more customers including; individuals, small scale business, companies and governments organizations opened accounts with the bank and also increased their deposits with the bank. Both managers and employees play their role by ensuring that new customers stay with the bank. The shareholders fund has increased by 18.75 percent. This means that the share value at the going market price has increased. The 2010 going market price is about GHS 3.00 which was higher than 2006 price of 0.50 GHS per share. The dividend paid to shareholders was 0.07 GHS per share and this was higher than what was paid in 2006 which was 0.035 GHS per share. Total loans and advances increased by 175.00 percent which means that more loans were given in 2010 than in 2006. This means that more income will be generated in 2010 than in 2006. Total assets also increased by 171.15 percent. This means that the assets would be converted to make more profits for the bank. These employees performance cannot be relegated to the background hence motivation should be directed towards the employees.
The branches in the Kumasi zone continually improved upon their branch performance budget. The performance of the branches of the bank in the face of stiff competition from the rivalry bank brings to bear the enormous contribution of the staff to sustain the growth of the bank. Each branch’s contributions make up the total financial performance indicator of the group bank. The individual branches as indicated in table 4.10 shows that the increase the deposit level of the branches increased from 2009 to 2010 signifies that more customers are join the bank in the midst of stiff competition from their competitors. This shows that there is increase in demand for customers to save with the bank and also enjoy relative competitive interest rate and more small scale business and companies are partaking in the service of the

Source: GCB Annual Report, 2010
bank and this buttress the point that employees are giving out their best in terms of first class service delivering.

The loans and advances mean that as more deposit is received by the bank this deposit can be given loans to customers so as to generate a lot of income to the branches. The loans given out to customers must be recovered, whiles some branches loan limits were increased to give more individuals loan and corporate advances to meet the increased demand for loans. The loans are the major income to the bank and if more of the loans are recovered then it means that more income can be earned which translate into more profit being made by the bank. The efficiency level of the branches would help managers to cut down cost on operating activities meaning that more profit would make by the branches. The 2009/2010 indicates that the branches are doing well and the staff must be train well and motivated by equity theory of motivation.

Table 4.3 Selected branches of performance report for 2009/2010

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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
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<td>#1</td>
<td>13,765,197</td>
<td>7,897,884</td>
<td>986,727</td>
<td>724,696</td>
<td>297,015</td>
<td>618,714</td>
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<td>#2</td>
<td>32,694,819</td>
<td>26,663,845</td>
<td>10,078,701</td>
<td>8,017,762</td>
<td>2,557,058</td>
<td>1,111,967</td>
</tr>
<tr>
<td>#3</td>
<td>8,033,656</td>
<td>3,256,598</td>
<td>33,609</td>
<td>68,000</td>
<td>544,997</td>
<td>48,517</td>
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<tr>
<td>#4</td>
<td>20,747,950</td>
<td>18,829,675</td>
<td>15,185,064</td>
<td>1,372,410</td>
<td>2,031,451</td>
<td>1,837,851</td>
</tr>
<tr>
<td>#5</td>
<td>9,899,561</td>
<td>7,491,683</td>
<td>673,264</td>
<td>893,444</td>
<td>199,883</td>
<td>318,48</td>
</tr>
</tbody>
</table>

GCB LTD BANK FINANCIAL PERFORMANCE COMPARED WITH OTHER BANKS IN THE INDUSTRY.

The four selected banks which have been listed on the Ghana stock exchange market are as follows: Ecobank Ghana Limited, Societal General and Social Security Bank (SG-SSB), Standard Chartered Bank (SCB) and Cal Bank.
These banks are performing well in the banking industry as well GCB Ltd. Ecobank and Cal Bank are new banks introduced into the banking industry with the introduction of the universal banking law. SCB and SG-SSB are banks which have grown over the years like GCB. When ranked in the banking industry in terms of the core banking performance indicators, GCB is not topping in all the indicators but it is performing well in terms of its network of branches across the length and breadth of the country. The oldest of these banks are arranged as follows; SCB, GCB, SG-SSB, Ecobank and Cal bank.

The performance indicators to be compared are as follows: Customer deposits, Loans and advances, total assets, the profit after tax and shareholder’s value.

GCB tops first amongst the banks in terms of customer deposits for the year 2010. This is as a result of branches in every district and regional capital and the motive of serving the indigenous Ghanaians both rich and poor, literates and illiterates, pensioners. Ecobank ranked second in terms of customer deposits. Ecobank Ghana Limited is moving into new market segments in its operations. Currently, it has opened a new branch in Tamale. SCB closed most of its branches which were not making profit in the regional centres. It is third in terms of customer deposits. SCB has a niche market segment in its operations while GCB has a mixed market segment (focus and niche). GCB is making headway in terms of its technological products by introducing into the market, mobile banking, internet banking and plastic cards (GCB Annual report 2010). From table 4.4 the changes in percentage for the period from 2006 to 2010 SG-SSB top first, Ecobank is second, CAL Bank is third and GCB is fourth and SCB is the last bank. This show that over the period all the banks have made significant increased in terms of customers based.

GCB Total loans and advances compared with the four listed banks are ranked first. The total loans granted by GCB from 2006 to 2010 have risen from GHS 364,539 to GHS 1003,682 in
thousands. GCB figure compared with Ecobank’s loans and advance figure of GHS 496,043 in 2010 is relatively bigger in the banking industry (Ecobank Group Annual Report). SCB recorded a figure of GHS 467,152 for the year 2010 (Standard Chartered Bank Annual Report, 2010). GCB gives all kinds of loans and ensures that, the loans given are repayable within the stipulated time. With the improved technology and nationwide network, customers can apply for a loan at any place of their choice without necessarily going to their domicile branches. Majority of the loans are given to Tema Oil Refinery (TOR) and so, when government paid for the TOR debt in 2010, GCB made huge profit (GCB Annual report 2010). Ecobank’s rank first in terms of changes in the loans and advances for the year 2006 to 2010 by 205.73% against GCB which is third with a figure of 175.32%. This means that more loans and advance are given by both banks but Ecobank’s is top all the bank. In the light of GCB has to do more by given out loans and ensure that the recovery rate is high and used their improved technology to attract new customers patronage in the loan facility of the bank.CAL bank is second in term of loans and advances.

The total assets of GCB are ranked first compared with the other banks. The total assets over the five years period (2006 to 2010) has risen steadily from GHS 779,202 to 2,112,822 (GCB Annual Report 2010). More branches have been opened for the past six years. GCB has a total number of branches up to 157, 106 ATM’s and 15 agencies. SCB is second with an amount of GHS 1,667,882 for 2010. Ecobank is third with an amount of GHS 1,521,229 for 2010, www.gse.com, browsed 10/11/2011. The assets of GCB are more than the other banks. GCB Limited should channel its effort to ensure more profits are derived from the assets and more especially, the human resource which is the most crucial aspect of the bank must be motivated to deliver and serve customers well. SCB and Ecobank assets are at key geographic locations which appreciate in value with time. The assets of GCB are under
utilized to its maximum operation. In terms of changes in percentage over the period, SG-SSB is first, Ecobank is second, Cal bank is third, GCB is fourth and SCB is fifth.

GCB Limited is making profit in its operations. GCB placed third in the ranking with other banks profit after tax is declared for the year 2010. GCB profit figure is GHS 56.1 million compared with Ecobank that topped with GHS 60.117 million (Ecobank Annual Report, 2010 and GCB Annual Report 2010). SCB also made a profit after tax of GHS 57.4 million (SCB Annual Report, 2010). This shows that assets of GCB are under utilized to its full capacity and the charge of the bank is lower compared with the two banks.

The share price of GCB in 2006 was GHS 0.60 and has risen to GHS 2.50 for 2010. This means that, shareholders value has quadrupled in terms of the prices in the stock exchange market. More of GCB shares are traded in the stock exchange market than any other bank. Among the five banks GCB placed third in the declaring of dividends to its share holders. GCB declared a dividend of GHS 0.07 (GCB Annual Report, 2010). SCB declared a dividend of GHS of GHS 3.75 (SCB Annual Report, 2010). Ecobank also declared a dividend of GHS 0.20 (Ecobank Annual Report, 2010). SCB dividend declared is more than the share price of GCB. Employees are made to be owners of the bank by buying more of the shares of the bank. This strategy has helped the bank to increase the share price and declared the highest dividend to its shareholders. GCB also has this policy, but it is not enforced to the core.

Table 4.4: Comparison of key performance indicators of GCB with other banks.

<table>
<thead>
<tr>
<th>LOANS AND ADVANCES</th>
<th>YEAR 2006</th>
<th>YEAR 2010</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECOBANK</td>
<td>162,245.40</td>
<td>496,043</td>
<td>205.7362</td>
</tr>
<tr>
<td>SG-SSB</td>
<td>175,484</td>
<td>298,750</td>
<td>70.24344</td>
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<tr>
<td>SCB</td>
<td>239,918</td>
<td>467,152</td>
<td>94.71319</td>
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<tr>
<td>CAL BANK</td>
<td>85,680.10</td>
<td>256,634</td>
<td>199.5258</td>
</tr>
<tr>
<td>Bank</td>
<td>Balance Sheet</td>
<td>Profit After Tax</td>
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<tr>
<td>-------------</td>
<td>---------------</td>
<td>------------------</td>
<td></td>
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<tr>
<td>GCB</td>
<td>364,539</td>
<td>1,003,682</td>
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<tr>
<td>ECOBANK</td>
<td>335,637.20</td>
<td>1,116,332</td>
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<td>CAL BANK</td>
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<td>1,575,281</td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOTAL ASSETS</th>
<th>ECOBANK</th>
<th>431,861.20</th>
<th>1,521,229</th>
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</thead>
<tbody>
<tr>
<td>SG-SSB</td>
<td>123,829</td>
<td>685,912</td>
<td>453.9187</td>
<td></td>
</tr>
<tr>
<td>SCB</td>
<td>711,011</td>
<td>1,667,882</td>
<td>134.5789</td>
<td></td>
</tr>
<tr>
<td>CAL BANK</td>
<td>157,008.4</td>
<td>499,751</td>
<td>218.2957</td>
<td></td>
</tr>
<tr>
<td>GCB</td>
<td>779,202</td>
<td>2,112,822</td>
<td>171.152</td>
<td></td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>PROFIT AFTER TAX</th>
<th>ECOBANK</th>
<th>10,936.70</th>
<th>60,117</th>
<th>449.6813</th>
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<tr>
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<td>9,994.40</td>
<td>19,370</td>
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<td>57,497</td>
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<td></td>
</tr>
<tr>
<td>CAL BANK</td>
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<tr>
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<td>56,100</td>
<td>57.14286</td>
<td></td>
</tr>
</tbody>
</table>

Source: www.ghana stock exchange.PDF.

**Summary Discussion**

The role of respondents, motivational packages, effects of motivational on employees performance, effects of motivation on corporate performance and comparing GCB performance with other banks in the industry have been discussed. The analysis of each sub heading has been discussed. I would proceed with chapter five to discussed the major findings, conclusion and recommendation.
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The chapter covers the summary of major findings, conclusion based on the findings and the recommendations.

5.1 Summary of Major Findings.

5.2.1 ASSESSING THE MOTIVATIONAL PACKAGES AT GCB:

The two categories of motivational packages which were identified in GCB are namely extrinsic and intrinsic motivational packages. The elements identified under the extrinsic motivational package were enhanced salary, fringe benefit (various allowances), car loan, housing loan and that of the intrinsic were promotion, recognition, roles and responsibility, training and development, growth and opportunity. The Clericals are interested in extrinsic motivation particularly enhance salary and fringe benefits. This shows that clerical staff desire short term rewards to meet their physiological needs and are satisfied when rewarded to steed on achieving their targets. The managers on the other hand are interested in intrinsic motivation such as recognition and promotion. This is in conformity to Macllend Theories of achievement, power and affiliation. The managers ensured that the clerical staff achieved their routine scheduled targets which consolidate to the banks’ targets and finally the corporate conglomerate goal of the group. At the end of the day, these managers are appreciated by and rewarded accordingly by the Board of Directors. There was greater number of employees who have worked with the organization for than sixteen and above, which call for the attention of management to put succession plan in place for new employees to be recruited.
Management had policy in place to ensure that disciplinary actions are taken against anyone who caused financial loss to the bank. Management policy is in conformity to Frederick Herzberg’s two factor theories by making sure that staffs and managers comply with the bank policy. They reward employees when they performed and punished them when they commit fraud or offence.

5.2.3 EFFECTS OF MOTIVATIONAL PACKAGE ON EMPLOYEE PERFORMANCE

The joy of every employee would produce a conducive and friendly business environment for customers to be served. The inner satisfaction produces some high moral for the core employees to give out their best in terms of service delivery. The service delivery time would be fast for the branch to make more profit since the turnover rate for servicing customers is high.

We deduce that motivational packages had influenced some employees to come to work early, stay longer to work, serve customers cheerfully with great joy. This reduced absenteeism and ensures that the daily activities of the bank are discharged with ease. The rate of coming to office would give room for managers to strategically plan ahead instead of saddle themselves with tactical or operational issues.

From the respondents, I find out they show a very high level of loyalty to bank, and which is good for the bank. The longer an employee remains in the employment of the bank, the more likely is it that most customers will be used to such a person and may find it easy to divulge their service wishes or expectations from the bank. Such bits of information may be very useful for restructuring the service delivery strategies of the bank. The accumulated experience of such a loyal staff could also influence an increase in the deposits of the bank as
well as reduce loan repayment default. Both of these can positively contribute to an increase in the profitability of the bank.

The majority of the respondents, indicate that they office environment poses a good image about the bank to its customers. Ultra-modern buildings attract new customers to do business with the bank. The good furniture and good atmosphere to do business would also attract more business and increase the bank performance. The health and occupational hazard of workers is addressed by making the office attractive for business. Only a few respondents indicate otherwise.

The ideas of employees are taken note of in the decision making of the branch. Therefore the branch is able to stress on their challenges in terms of motivational issues to managers. The manager is able to ensure that the branch operates smoothly. 100% of the employees indicate that without motivational packages in place for them, the desired result to be achieved at the branch level would be difficult.

5.2.4 EFFECTS OF MOTIVATIONAL PACKAGES ON CORPORATE PERFORMANCE.

The bank deposit level has grown over the years from 2006-2010. The achievement of this results in a concerted effort from management, managers and clericals. The deposit of the bank means more customers can be sure that their savings and investment with the bank is secure.

Profitability of the bank is good and it is an indication that the bank is performing well and can embark on new products and give employees training programmes. But more need to be done by the bank when profit is compared with the other competitor banks.
Loans/Advances the bank gives loans to corporate institution, small business and individuals this is major revenue aspect of the bank aside the other miscellaneous business of the bank.

The Assets of the bank has increased over the years and this expansion of the bank asset in the future brings about future profit of the bank. The assets of the bank is under utilised in relation with the other banks.

The packages have also impacted positively on GCB limited in its area of operations in terms of efficiency (29.5%). This means that managers can manage its operating expenses within its range and therefore increase profits. The branch achieved its goals in the long run, the bank as a group performed well and also the corporate performance is attained. The shareholders value has increased and the capital gain of the share is high compared to the banks in the industry.

5.3 CONCLUSION

5.3.1 ASSESSING THE MOTIVATIONAL PACKAGES AT GCB

It could therefore be concluded that GCB staff enjoys both the intrinsic and the extrinsic motivational packages. The clericals prefer more of the extrinsic motivational packages which the bank should provide and the managers prefer intrinsic types of motivation packages.

Also management had to put in place both the Maslow theories and Macllend theories and ensure that employees and managers are well to give out their best to achieve the bank targets. The quantity of the packages should be increased by management.

It could be said that the employees (especially those who perform the core duty) of the service have spent more number of years with the organization which means that workers
had acquired the necessary skills to carry out the routine work of the bank and this has the
tendency to affect performance positively. Macllend theory is in support of the view that, at
certain point, money is not all but rather than recognition to managers is paramount. The goal
theory is relevant and appreciated in the bank since the bank works with targets and the drive
and effort of employees must be sustained to achieve the goal of the bank.

5.3.2 THE EFFECTS OF MOTIVATIONAL PACKAGES ON EMPLOYEES
PERFORMANCE

It is agreed that the joy of employees in serving customers is very vital in the banking
industry. The office premises must be conducive for both the customers and the employees to
enhance smooth business and build a good image in the eyes of the public.

Management must ensure that most employees’ needs must be identified and satisfied to
enhance performance. Besides that, every needed resource must be provided to the manager
and ideas from employees objectively evaluated and if relevant, used to assist operations and
push the branch to achieve its performance target and overall the bank goals.

5.3.3 THE EFFECT OF MOTIVATIONAL PACKAGES ON CORPORATE
PERFORMANCE

The researcher concluded that when employees are motivated they are able to turn the
fortunes of the bank in terms of increased deposit, loan/advances and profitability. Also, the
shareholder value is increased in terms of the capital gains and dividends resulting from
increased profitability. It promotes efficient utilization of assets for the generation of higher
returns. A highly motivated employee’s agility can effectively reduce operational cost
without compromising service quality and profitability.
Finally, there is a significant effect of motivation on employee performance and if the motivation packages are withdrawn there would be zero percent (0%) of employees’ performance level. A change in the level of motivation will result in the same proportional change in the level of performance. Therefore the corporate performance of the bank would report negative returns.

5.4 RECOMMENDATIONS

The following recommendations have been made based on the summary:

ASSESSING THE MOTIVATIONAL PACKAGES OF GCB LTD

There should be more recruitment to replace old experience staff in the bank to ensure continuity since most of the employees have spent more than sixteen years in the service.

The clerical employees should be motivated with meritorious promotions, job rotation and job enrichment to reduce boredom and challenged to be innovative. Supervisors and managerial staff should be trained to develop sharper skills so that employees can be up to the task when given the opportunity. Training and development of employees must not be down play.

The period for extrinsic motivational packages to long serving staff could be reviewed down or reduced so that meritorious staff with lesser period of service may also benefit from it. This can help to maintain some staff from leaving GCB to other banks and the quantum of the level must increased to meet the levels in bank industry.

EFFECT OF MOTIVATIONAL PACKAGES ON EMPLOYEE PERFORMANCE

Board of Directors and management should approve of new motivational packages which influence performance at the bank. The new employee on clerical schedule can be given car
loan and enhanced salaries to motivate him/her to stay longer. The supervisors and managers can be given housing loan and recognition, such as best loan recovery/deposit mobilising officer for the year, etc to continuously seek and work for higher achievements. Management can do well by increasing the value of the motivational packages which is already in existence to enhance performance.

Furthermore, the innovations of employees must be accepted and articulated in order to enhance motivation and for that matter performance.

Besides this, the few Branches which are not in conducive environment must be put into best modern standard and managers must ensure that employees take delight in serving customers all the time with improved strategies.

**EFFECTS OF MOTIVATION ON CORPORATE PERFORMANCE**

The researcher recommends that management must ensure that all branches are resourced and continue to take strategic human resource decisions that would solidify the employees’ potentials and finally increase the deposit and profit of the bank.

The equity theory must continue to exist in the bank and management must execute it to the latter since employees are also on the move to achieve targets and follow instructions from managers. It must not be the top management only who should enjoy benefits but the employees and shareholders must be satisfied. The target set for branches must be realistic to ensure that they are achievable and employees must be trained and re-trained to sell the banks product to customers to achieve the overall corporate performance.

Finally, emphasis should be place on the Macllend theory when punishments are to be executed on employees and managers, who have served the bank for a very long time, to
ensure that this does not de-motivate the drive and desirous of achieving greatness for the bank.

**Further Research**

It is recommended that further study can be extended to Tamale zone of the bank to assess the effects of motivation on employee performance. The sample size can be enlarged in those regions and different statistical tool can use in the research. This finding could bring relative different motivational packages that could be implemented in these regions by management. That apart, most private commercial bank can also investigate levels of motivation that can enhance their employees' performance. Their finding would help the banks to determine which packages their employees’ desire most for the bank to grow in this dynamics banking environment.
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Ghana Commercial Bank limited Research and Planning Department Head Office.


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APPENDIX A

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI
INSTITUTE OF DISTANCE OF DISTANCE LEARNING

QUESTIONNAIRE

This study is being conducted as part of the requirements for the award of a Commonwealth Executive Master in Business Administration Degree by the School of Graduate Studies, Kwame Nkrumah University of Science and Technology, Kumasi.

The research topic is “Assessing the Effect of Motivation on Employees Performance: A Case Study of Ghana Commercial Bank Limited, Kumasi Zone”

The information you provide will therefore be used for academic purposes only and will be treated with confidentiality. Please answer the questions which are stated below

SECTION A: Socio-Demographic Characteristics

1. Name of Branch …………………………………………………………………………

2. What is your designation at GCB Limited? ………………………………………

3. Gender
   Male [ ]
   Female [ ]

4. How many years have you been working at GCB Limited? ………………………

5. Please state your core duties at GCB Limited……………………………………
   ……………………………………………………………………………………………..

SECTION B: Motivational Packages for Staff at GCB Limited

6. Please indicate which of the following is a motivational package for employees of the Bank? (Multiple responses)

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>i.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
   Enhance Salaries to employees | [ ] | [ ]

84
ii. Employee car loan scheme [ ] [ ]

iii. Employee housing loan scheme [ ] [ ]

iv. Fringe benefits (i.e. allowances) [ ] [ ]

v. Promotions [ ] [ ]

vi. Recognition [ ] [ ]

vii. Others (specify)……………………………………

7. By ranking them in order of priority which package is most important to you? (Please begin with the most from 1 to 6)

i. Enhanced salaries to employees [ ]

ii. Employee car loan scheme [ ]

iii. Employee housing loan scheme [ ]

iv. Fringe benefits (i.e. allowances) [ ]

v. Promotions [ ]

vi. Recognition [ ]

8. How often do you benefit from these packages?

<table>
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<tr>
<th></th>
<th>Monthly</th>
<th>Yearly</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Enhance Salaries to employees</td>
<td>[ ]</td>
<td>[ ]</td>
<td>........</td>
</tr>
<tr>
<td>ii. Employee car loan scheme</td>
<td>[ ]</td>
<td>[ ]</td>
<td>........</td>
</tr>
<tr>
<td>iii. Employee housing loan scheme</td>
<td>[ ]</td>
<td>[ ]</td>
<td>........</td>
</tr>
<tr>
<td>iv. Fringe benefits (i.e. allowances)</td>
<td>[ ]</td>
<td>[ ]</td>
<td>........</td>
</tr>
<tr>
<td>v. Promotions</td>
<td>[ ]</td>
<td>[ ]</td>
<td>........</td>
</tr>
<tr>
<td>vi. Recognition</td>
<td>[ ]</td>
<td>[ ]</td>
<td>........</td>
</tr>
</tbody>
</table>

85
9. Are the views of employees incorporated in these packages?
   (i) Yes [ ]    (ii) No [ ]

10. Do you think these packages are adequate enough to motivate employees of GCB to give out their best effort at their workplaces?
   (i) Yes [ ]    (ii) No [ ]

11. If no please suggest alternatives adequacy levels of packages for management of the bank.

........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

12. Is your office environment conducive to enhance your work output?
   Yes [ ]    No. [ ]

SECTION C: Effect of Motivational Packages on Employee Performance

13. In what ways do these packages influence you?

   Yes   No
   i. Early reporting to work [ ] [ ]
   ii. Staying on the job [ ] [ ]
   iii. Delight to customers [ ] [ ]
   iv. Respect amongst colleagues [ ] [ ]
   v. Inner satisfaction [ ] [ ]
   vi. Loyalty to the bank [ ] [ ]

14. What is the effect of these packages on your work output?
   Excellent [ ] Very High [ ] High [ ] Cannot tell [ ]

15. Would you be able to achieve the same level out if these packages were not introduced or were withdrawn by management? (i) Yes [ ]    (ii) No [ ]
16. In your view what is the effect of these packages on GCB’s performance in the following areas:

<table>
<thead>
<tr>
<th>Areas</th>
<th>High</th>
<th>Average</th>
<th>Low</th>
<th>Cannot tell</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Profitability</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>ii. Deposit mobilization</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>iii. Loan default</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>iv. Staff retention</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>v. Customer base</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>vi. Efficiency</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
</tbody>
</table>

THANK YOU FOR ANSWERING THE QUESTIONS.
APPENDIX B

LIST OF STATISTICAL TABLES

4.1 Gender of respondent.

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<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>46</td>
<td>48.4</td>
<td>48.4</td>
<td>48.4</td>
</tr>
<tr>
<td>Female</td>
<td>49</td>
<td>51.6</td>
<td>51.6</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>95</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

4.2 Designation of respondent within GCB limited.

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<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
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<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manager</td>
<td>13</td>
<td>13.7</td>
<td>13.7</td>
<td>13.7</td>
</tr>
<tr>
<td>Officer/Supervisor</td>
<td>38</td>
<td>40.0</td>
<td>40.0</td>
<td>53.7</td>
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<tr>
<td>Clerical Staff</td>
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<td>46.3</td>
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<tr>
<td>Total</td>
<td>95</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

4.3 Core duties of respondents at GCB limited.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer Service Representative</td>
<td>45</td>
<td>47.4</td>
<td>47.4</td>
<td>47.4</td>
</tr>
<tr>
<td>Loans Officer &amp; System Administrator</td>
<td>38</td>
<td>40.0</td>
<td>40.0</td>
<td>87.4</td>
</tr>
<tr>
<td>Managerial &amp; Operational Role</td>
<td>12</td>
<td>12.6</td>
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<tr>
<td>Total</td>
<td>95</td>
<td>100.0</td>
<td>100.0</td>
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</tr>
</tbody>
</table>
### 4.4 Importance of motivational packages to respondents

<table>
<thead>
<tr>
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<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
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</thead>
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<tr>
<td>Enhanced Salaries to Employee</td>
<td>33</td>
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<td>34.7</td>
<td>34.7</td>
</tr>
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<td>Employee Car Loan Scheme</td>
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<td>12.6</td>
<td>12.6</td>
<td>47.4</td>
</tr>
<tr>
<td>Employee Housing Loan Scheme</td>
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<td>10.5</td>
<td>10.5</td>
<td>57.9</td>
</tr>
<tr>
<td>Fringe Benefits</td>
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<td>15.8</td>
<td>15.8</td>
<td>73.7</td>
</tr>
<tr>
<td>Promotion</td>
<td>14</td>
<td>14.7</td>
<td>14.7</td>
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<td>Recognition</td>
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<td>11.6</td>
<td>11.6</td>
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</tr>
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<td><strong>Total</strong></td>
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<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
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</tr>
</tbody>
</table>

### 4.5 Time scale for benefiting from motivational packages

<table>
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<tr>
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<th>Frequency</th>
<th>Percent</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Years</td>
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<td>84.2</td>
<td>84.2</td>
<td>84.2</td>
</tr>
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<td>Months</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>95</strong></td>
<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

### 4.6 Incorporation of respondents view in packages

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>95</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
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</tbody>
</table>

### 4.7 Are packages enough to motivate you give your best?

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
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</thead>
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<tr>
<td>Yes</td>
<td>86</td>
<td>90.5</td>
<td>90.5</td>
<td>90.5</td>
</tr>
<tr>
<td>No</td>
<td>9</td>
<td>9.5</td>
<td>9.5</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>95</strong></td>
<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
</tbody>
</table>
### 4.8 Conduciveness of office environment to enhance work output

<table>
<thead>
<tr>
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<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
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<td>84.2</td>
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<td></td>
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<td>15.8</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>95</td>
<td>100.0</td>
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</table>

### 4.9 Number of year’s respondents have been working with GCB.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
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<td>11-15 Years</td>
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<td>26.3</td>
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<tr>
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<td>16 Years &amp; Above</td>
<td>70</td>
<td>73.7</td>
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</tr>
<tr>
<td>Total</td>
<td></td>
<td>95</td>
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<td>100.0</td>
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</tbody>
</table>

### 4.10 Influence of motivational package on respondents

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Early Reporting to Work</td>
<td>14</td>
<td>14.7</td>
<td>14.7</td>
</tr>
<tr>
<td></td>
<td>Staying on the job</td>
<td>15</td>
<td>15.8</td>
<td>30.5</td>
</tr>
<tr>
<td></td>
<td>Delight to Customers</td>
<td>15</td>
<td>15.8</td>
<td>46.3</td>
</tr>
<tr>
<td></td>
<td>Respect amongst colleagues</td>
<td>15</td>
<td>15.8</td>
<td>62.1</td>
</tr>
<tr>
<td></td>
<td>Inner Satisfaction</td>
<td>17</td>
<td>17.9</td>
<td>80.0</td>
</tr>
<tr>
<td></td>
<td>Loyalty to the Bank</td>
<td>19</td>
<td>20.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>95</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

### 4.11 Effects of motivational package on respondents work output.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>High</td>
<td>95</td>
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</table>
### 4.12 Ability to achieve same level without motivational packages.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>No</td>
<td>95</td>
<td>100.0</td>
<td>100.0</td>
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</tbody>
</table>

### 4.13 Effect of motivation package on GCB.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Profitability</td>
<td>10</td>
<td>10.5</td>
<td>10.5</td>
</tr>
<tr>
<td></td>
<td>Deposite Mobilization</td>
<td>21</td>
<td>22.1</td>
<td>22.1</td>
</tr>
<tr>
<td></td>
<td>Loan Default</td>
<td>10</td>
<td>10.5</td>
<td>10.5</td>
</tr>
<tr>
<td></td>
<td>Customer Base</td>
<td>26</td>
<td>27.4</td>
<td>27.4</td>
</tr>
<tr>
<td></td>
<td>Efficiency</td>
<td>28</td>
<td>29.5</td>
<td>29.5</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>95</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

### 4.14 Selected branches, performance report of GCB for 2009/2010

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td>13,765,197</td>
<td>7,897,884</td>
<td>986,727</td>
<td>724,696</td>
<td>297,015</td>
<td>618,714</td>
</tr>
<tr>
<td>#2</td>
<td>32,694,819</td>
<td>26,663,845</td>
<td>10,078,701</td>
<td>8,017,762</td>
<td>2,557,058</td>
<td>1,111,967</td>
</tr>
<tr>
<td>#3</td>
<td>8,033,656</td>
<td>3,256,598</td>
<td>33,609</td>
<td>68,000</td>
<td>544,997</td>
<td>48,517</td>
</tr>
<tr>
<td>#4</td>
<td>20,747,950</td>
<td>18,829,675</td>
<td>15,185,064</td>
<td>1,372,410</td>
<td>2,031,451</td>
<td>1,837851</td>
</tr>
<tr>
<td>#5</td>
<td>9,899,561</td>
<td>7,491,683</td>
<td>673,264</td>
<td>893,444</td>
<td>199,883</td>
<td>31848</td>
</tr>
</tbody>
</table>

### 4.15 Suggested alternative adequacy levels of packages

1. Reduction in the time frame for car loan.
2. House loan should be as a result of haven worked for a minimum of five years.
4. Need for loan sum of capital resource for both voluntary redundant and pension personnel’s.
4.16 Kinds of Motivational Packages for respondents of GCB LIMITED.

1. Enhanced Salaries to employees
2. Employee car loan scheme
3. Employee housing loan scheme
4. Fringe benefit
5. Promotion
6. Recognition

17. Comparison of key performance indicators of GCB with other banks.

<table>
<thead>
<tr>
<th>LOANS AND ADVANCES</th>
<th>YEAR 2006 GHS'000</th>
<th>YEAR 2010 GHS'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ECOBANK</strong></td>
<td>162,245.40</td>
<td>496,043</td>
</tr>
<tr>
<td><strong>SG-SSB</strong></td>
<td>175,484</td>
<td>298,750</td>
</tr>
<tr>
<td><strong>SCB</strong></td>
<td>239,918</td>
<td>467,152</td>
</tr>
<tr>
<td><strong>CAL BANK</strong></td>
<td>85,680.1</td>
<td>256,634</td>
</tr>
<tr>
<td><strong>GCB</strong></td>
<td>364,539</td>
<td>1,003,682</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CUSTOMER DEPOSIT</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ECOBANK</strong></td>
<td>335,637.2</td>
<td>1,116,332</td>
</tr>
<tr>
<td><strong>SG-SSB</strong></td>
<td>58,046.0</td>
<td>495,327</td>
</tr>
<tr>
<td><strong>SCB</strong></td>
<td>445,544</td>
<td>1,092,442</td>
</tr>
<tr>
<td><strong>CAL BANK</strong></td>
<td>85,039.2</td>
<td>275,543</td>
</tr>
<tr>
<td><strong>GCB</strong></td>
<td>634,573</td>
<td>1,575,281</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOTAL ASSETS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ECOBANK</strong></td>
<td>431,861.2</td>
<td>1,521,229</td>
</tr>
<tr>
<td><strong>SG-SSB</strong></td>
<td>123,829</td>
<td>685,912</td>
</tr>
<tr>
<td><strong>SCB</strong></td>
<td>711,011</td>
<td>1,667,882</td>
</tr>
<tr>
<td>Bank</td>
<td>Profit After Tax 1</td>
<td>Profit After Tax 2</td>
</tr>
<tr>
<td>-----------</td>
<td>--------------------</td>
<td>--------------------</td>
</tr>
<tr>
<td>CAL BANK</td>
<td>15,700.84</td>
<td>499,751</td>
</tr>
<tr>
<td>GCB</td>
<td>779,202</td>
<td>2,112,822</td>
</tr>
<tr>
<td>PROFIT AFTER TAX</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ECOBANK</td>
<td>10,936.70</td>
<td>60,117</td>
</tr>
<tr>
<td>SG-SSB</td>
<td>9,994.40</td>
<td>19,370</td>
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<tr>
<td>SCB</td>
<td>30,748</td>
<td>57,497</td>
</tr>
<tr>
<td>CAL BANK</td>
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<td>20,251</td>
</tr>
<tr>
<td>GCB</td>
<td>35,700</td>
<td>56,100</td>
</tr>
</tbody>
</table>
APPENDIX C

SOURCE: GCB Diary 2010

ALL THE BRANCHES IN THE KUMASI ZONE IS INDICATED BY THE YELLOW COLOUR