

THE EFFECT OF MOTIVATION ON THE PERFORMANCE OF EMPLOYEES AT GT BANK GHANA

by

KNUST

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DECLARATION

I, hereby declare that this submission is my own work towards the Executive Masters of Business Administration, and 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 this and any other University, except where due acknowledgement has been made in the text.

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ABSTRACT

The success or failure of any business as a matter of fact depends largely on its employees; thus human resources are very essential to the organisation as they are the key to prosperity, productivity and performance. How employees are perceived, treated and how they feel about themselves and ultimately their output directly or indirectly has an impact on their performance and development of the organisation. De motivated employees under no circumstance will churn out decreased performance. The aim of this study was to find out the effect of motivation on the performance of Guaranty Trust Bank workers. The study adopted the mixed approach of research design and the case study method to provide answers to research questions formulated. A non probability design with the purposive sampling technique was employed to select and sample the opinion of 150 workers of Guaranty Trust Bank on the issue. Data obtained from the field survey was later analysed using SPSS. The study revealed that indeed there is a relationship between motivation and performance and aside the known fact that money is the key amongst the motivational factors to employees, it was realised that employees are gradually becoming particular about trust, respect and high expectation, recognition and appreciation and good working environment. The study therefore concluded that great strides be made to motivate all staff to enhance performance. The researcher recommends that management attaches more importance to issues of employee motivation to make the institution survive amongst its competitors.

DEDICATION

This study is dedicated to my baby Bryan Aseda Enu, my husband; Richard Enu, my siblings Kingsley, Cynthia, Kwabena and Abena, and my parents Mr and Mrs Nduro for their immense support and encouragement towards the successful completion of my course



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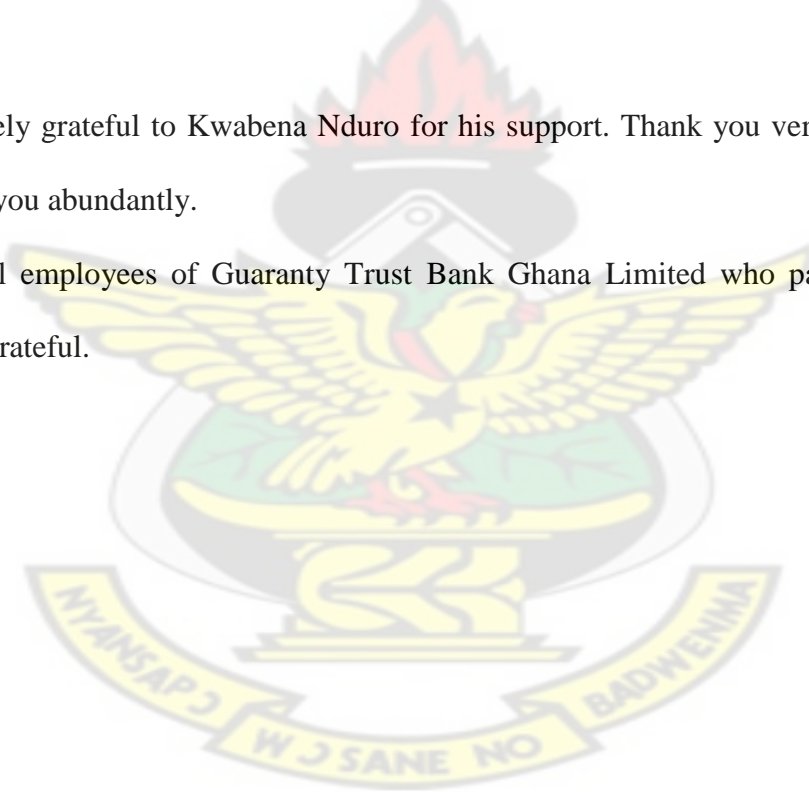


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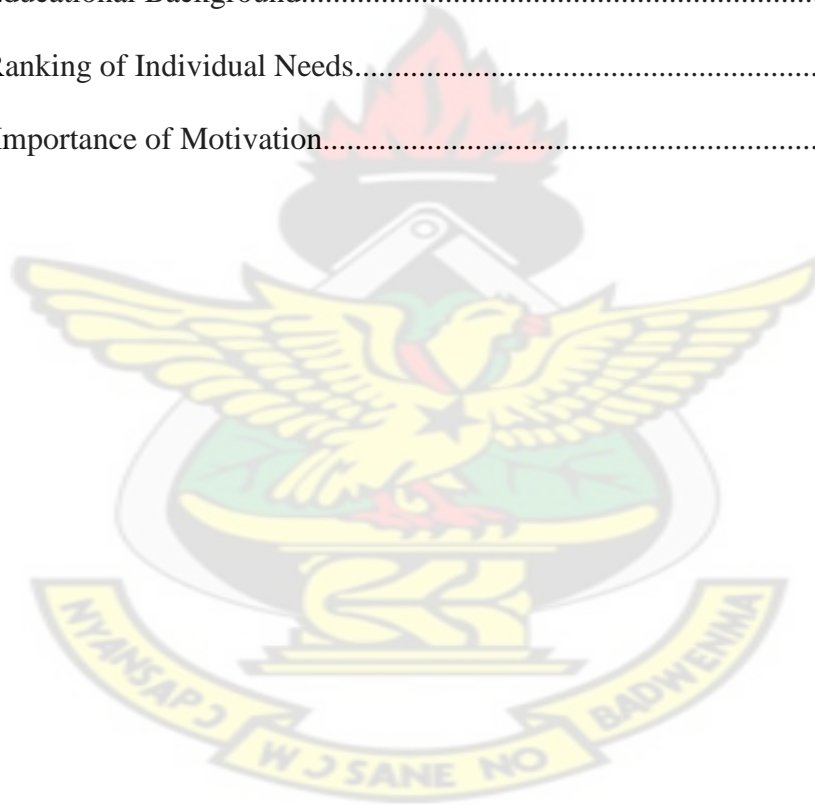
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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The success of any business or organisation as a matter of fact depends largely on the motivation of the employees. Human resources are essential to the prosperity, productivity and performance of any company. Motivation is the key to creating an enabling environment where optimal performance is possible. This leads to the question how then do we ensure that the individual motivation is at its peak within the organisation or workplace? (Chapman, 2004).

Every employee or worker has his or her own set of motivations and personal incentives that ginger him or her to work hard or not as the case may be. Some are motivated by recognition whilst others are motivated by cash incentives. Whatever, the form of employee motivation, the key to promoting that motivation as an employer, is understanding and incentives (McCoy, 2000).

Employee incentive programmes go a long way towards ensuring employees feel appreciated, cared for and deemed worthwhile. This can go a long way to help with employee motivation across the board. The greatest thing about motivation is that it is individualized as such programs are tailored to suit the needs and wants of employees. Motivation does not only encourage productive performance but also show employees how much the company cares. Perhaps the most vital impact of employee motivation is that of increased productivity or performance. This according to literature on the subject is the central aim of adopting

employee motivational programmes thus, if you can increase employee motivation, productivity inevitably will follow suit (Ryan, 2011).

Employee motivation promotes workplace harmony and increased employee performance. It is the key to long term benefits for the company. Motivated employees means staff retention and company loyalty, which in the short run will give birth to growth and development of business (Jishi, 2009).

In the nutshell, the above submission shows that employee motivation is very essential to the growth, development and success of any business entity be it small or big. In the business world or better still the workplace human resources are the most valued and cherished resources above all others. Motivated employees are productive, happy and highly committed to their job. The spin off this, result in reduced employee turnover, results driven employees, loyalty and harmony thus the research topic “an assessment of employee motivation and its impact on performance, with the focus on Guaranty Trust Bank”.

1.2 Statement of the Problem

When you think about it, it can be realized that, the success of any facet of business or company can be traced back to motivated employees. From productivity and profitability to recruiting and retention, hardworking and happy employees lead to harmony and organizational triumph (Ryan, 2012).

Unfortunately, motivating people is far from an exact science in most businesses or organisations. Most organisations are still living in yesteryears of organizational

management. A preliminary survey conducted by the researcher with thirty workers (30) of Guaranty Trust Bank revealed that the following factors cause dissatisfaction among workers and hence their underperformance; these factors were long working hours, unreasonable work load, feeling underpaid and inadequate appreciation.

Lack of proper motivation factors may result in losses which may eventually lead to low staff turnover, poor attitude towards work, low output level and low profitability. It is in the light of these that the study intends to look into the effect of motivation on the performance of the workers of Guaranty Trust Bank.

1.3 Research Objectives

The main aim at this study was to assess motivation and its effect on performance at Guaranty Trust Bank, a private bank in Ghana. To be precise, the study would seek to fulfill the below enumerated objectives:

1. To examine the concept of motivation and performance with regards to Guaranty Trust Bank.
2. To find out the motivational factors put in place by the bank to reward hard work.
3. To find out the extent to which there is a relationship between employee motivation and performance.
4. To find out the challenges that Guaranty Trust Bank face in its attempt to motivate staff.

1.4 Research Questions

1. What is GT Bank's understanding of motivation and performance?

2. What motivational factors have been put in place by the bank to reward hard work?
3. Is there a relationship between motivation and performance at GT Bank?
4. What challenges does GT Bank faces in motivating its employees?

1.5 Brief Methodology

The study adopted the mixed approached research design thus; both quantitative and qualitative research design. The rationale for such an approach was that, they can be used to execute research notwithstanding the paradigm and this was supported by Tashakkori and Teddlie (1998) in their argument that the mixed approach has the advantages of one compensating for the weakness of the other. The case study method was employed by the researcher as data collection technique to study into detail every bit of information about the bank.

The study population comprised the staff of Guaranty Trust Bank and their customers, and used the Accra, Kumasi and Takoradi branches as the study area. The non probability sampling was used together with the purposive sampling technique to draw a sample size of 150 from the population.

The study adopted the questionnaire and interview research instruments to collect data from both the primary and secondary sources. Data was finally analysed using SPSS to create tables and charts for easy understanding and presentation of implications. Last but not least was the ethics of business research.

1.6 Scope of the Study

This study targeted only full- time workers within Guaranty Trust Bank a private bank in Ghana. The population of this study comprised as earlier indicated, full time workers, and have worked with the bank for two (2) years and above. In terms of content, the study focused on employee motivation and performance. Respondents were asked questions on issues related to forms of motivation, individual needs, and their perception on factors that increase performance and their general view on the relevance of motivation.

The reason why this study had its scope within Guaranty Trust Bank and not all banks is because the researcher works there and wishes to attempt to improve the situation.

1.7 Research Limitations

The limitation of the study concerns the instruments employed in undertaking the research. This study was limited to an interview and questionnaire administration methods with the hope of clarifying or explaining issues that cropped up during administration of questionnaires.

The sample size will also make it extremely difficult to generalise results of the study to cover all branches of the bank nationwide.

Due to workload and long hours of bank work, the researcher could not have all respondents responding to the questions asked especially staff.

1.8 Significance of the Study

The findings from this study will be beneficial not only to the workers of the bank but also the financial sector as a whole. In other words, this study will be useful at three levels thus, the individual level, institutional level and national level.

A. At the **individual level**, the workers of the institution will be informed as to the incentive programmes available to them and how best to utilize them for personal development and improved performance.

B. At the **institutional level**, it will help the bank to change or review their employee motivational policies and strategies in vogue which will inevitably cause an increase in staff turnover or productivity which will also lead to growth and eventually development.

C. At the **national level**, critical issues of motivation are of national concern as it will help in the retention of workers. So the study will be essential for all financial institution especially the banks as it has come at the right time and at the right place to support national policies especially the policy to make the private sector the engine of growth of the economy.

1.9 Organisation of the Research

This study is structured to provide a critical review of relevant information regarding employee motivation and performance. The study comprised five chapters and it is presented as follows:

Chapter One: Dealt with the introduction, giving the background to the study along with the statement of the problem. The chapter also outlined the research objectives together with the

research questions, research scope, limitations and significance of the study, and organisation of the study.

Chapter Two: Reviewed related literature regarding many aspects of motivation and performance which included a definition on motivation and performance, the various theories and models of motivation, how motivation affects performance, factors affecting motivation and performance, relationship between motivation and performance and how employee motivation affect employee performance and types of rewards.

Chapter Three: Presented the research methodology and focused on research design and methods as well as the justification of choices and uses. In addition, the study population and area, sampling and sample size determination, data collection activities and data analysis methods.

Chapter Four: Presented the data, which was subsequently interpreted and analysed in relation to the research objectives and questions, and discussion of findings of the study;

Chapter Five: Provided a summary to the entire study, drew conclusions and also recommendations made.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

Motivation as a concept was of much interest to psychologists and behavioral scientist in the past years. At present, motivation is being widely practiced by all organisations as they now see it as important in their work settings. Managers believe that the continued success of their businesses depends on being able to attract and retain staff, therefore, the urgent need to observe it. This chapter reviewed related literature regarding many aspects of the subject matter (motivation) including motivation definition, process and sources of motivation, the old and new school of thought on motivation (theories) among others.

2.2 Definition of Key Variables

2.2.1 Motivation

Motivation refers to the forces within or beyond a person that arouse and sustain their commitment to a course of action (Boddy, 2008: 486).

According to Robbins & Decenzo (2008:267) motivation is the willingness to exert high levels of effort to reach organisational goals, conditioned by the efforts and ability to satisfy. They further asserted, that motivation is a function of three key elements thus; effort, organisational goals and needs.

From the two definitions cited by the researcher, the study adapted this as the operational definition to be used throughout the report; thus, motivation is the combination of certain forces perhaps an employee's desire, capacity and energy directed at achieving an organisational goal or cause of action

2.2.2 Performance

Employee Performance basically depends on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, Training and development, job security, Organisational structure and others.

Study defined performance as a function of ability and motivation thus;

$$\text{Job performance} = f(a)(m)$$

(Carter, 2009)

The researcher deduced from the equation that work performance is highly dependent upon employee abilities thus, if the employees lack the learned skills or innate talents (education and capacity) to do a particular job then performance will be less optimal. But in a situation where the employee has all these backed by good motivation, job performance will ultimately be at the optimal.

2.3.1 Features of motivation

McCoy (2012) in her conference paper presentation outlined the following features of motivation. A word of caution it may differ from others as it is dependent on how a particular researcher sees it.

She charged that;

- It is an act of management
- It is a continuous process
- It can be positive or negative
- it is goal oriented and complex in nature
- it is an art and not science
- it is a system or organisational oriented
- it is different from job satisfaction

2.3.2 Sources of Motivation

Hitt (2009), contributing to motivation was of the opinion that, there are basically three categories of variables that determine motivation at the work setting thus;

(a) Characteristics of the individual - the first category, are the source of internal or push forces of motivation. This he claims is what the employee brings to the work setting. Defending his point further asserts that three variables also contribute to an individual's push forces: the persons (1) Need- such as security, self esteem, achievement, or power. (2) Attitudes- towards job, a supervisor, or organisation and (3) Goals- such as task completion, accomplishment of a certain level of performance, and carrier advancement.

(b) Characteristics of the job- the second category according to him, relates to the external or pull forces which concentrate in job characteristics of the person (what the person does at the workplace). The characteristics he outlined as how much direct feedback he receives, the work load, the variety and scope of tasks and degree of control the person has in terms of how he or she works.

(c) Characteristics of the work situation – the third category he identified, and from his submission it clearly shows that it relates to the work situation of the person, talking about what actually happens to the person. A further reading by the researcher, revealed that this category has two sets of variables: the immediate social environment comprising the person's supervisors, working group members and subordinates; and the various types of organisational actions such as the firms rewards and compensation practices, the availability of training and development, and the amount of pressure applied to achieve high levels of output.

2.3.3 Types of Motivation

Extrinsic Motivation

It is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of service. These are what need to be done to or for people to motivate them. They are often determined at the organisational level and may be largely outside the control of the individual managers. Extrinsic motivators can have an immediate and powerful effect but will not necessary last long (Mullins, 2005; Armstrong, 2003).

Bernard & Stoner (2005) proposes the following are incentives for employees: Salary, Wages and Conditions of Service: To use salaries as an effective motivating tool, personnel managers must consider four major components of salary structures. These are the job rate, which relates to the importance the organisation attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of information professionals or librarians, or with long service; and fringe benefits such as holidays with pay, pensions, and so on. It is also important to ensure that the prevailing pay in other library or information establishments is taken into consideration in determining the pay structure of their organization.

Akintoye (2000) asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success.

Katz, in Sinclair, (2005) demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance. For instance, if an information professional has another job offer which has identical characteristics with his current job, but greater financial reward, there is the probability that, that worker would be motivated to accept the new job

offer. Banjoko adding to it stated that managers use money to reward or punish workers. This he said is done through the process of rewarding employees for higher performance by instilling fear of loss of job. The desire to be promoted, and earn enhanced pay also motivate employees. No matter how automated an organisation may be increased performance depends largely on the level of motivation and the efficiency of the workforce.

One way managers can also stimulate motivation is to give relevant information on the consequences of their actions on others (Olajide, 2000). To the researcher there is no organisation in which people do not usually feel there should be improvement in the way departments communicate, cooperate and collaborate with one another. Information availability brings to bear a powerful pressure where two or more people running together will run fast than when running alone without being aware of the pace of your competitors. This implies that by making information flow subordinates compete with one another.

More often firms use hedonic goods or services as non cash rewards; items that are associated with pleasure experience rather than more instrumental or functional items (Dhar & Wertenbroch, 2000) when considering whether to exert additional effort in pursuit of a bonus award such as this, the employee must predict what the item offered is worth to them. The hedonic nature of incentives triggers an effective reaction to the incentive that becomes a more salient attribute than the cash value of the incentive. This fact leads people to use their feelings as information when determining the value of the incentive (Hsee, 1996a; Loewenstein, Weber, Hsee, & Welch 2001; Schwarz & Clore, 1988). Because these feelings are difficult to monetize, cognitive and motivational forces allow for the perceived value of the awards to be inflated.

For instance, studies have revealed that motivated reasoning has found out that people tend to imagine best case scenarios when imagining the consumption utility of a hedonic reward (Kunda, 1990) this means that thoughts about a trip to Busua beach will be about lying on the beach rather than possibly negative thoughts of the trip. Even though the thought of a cash bonus may emotionally charge as well, the economic value of money is more easily calculated. This makes cash award less prone to the biases which inflate the perceived utility of a hedonic non monetary reward. When an item is evaluated on its effective value, its predicted utility is also more ambiguous than that of cash. Cognitive dissonance reductions suggests that if an employee is working hard to achieve the awards, then he or she will attempt to convince themselves that the award is worth a great deal to them bringing beliefs in line with their actions (Bem, 1967; Festinger, 1958; Quattrone, 1985).

Intrinsic Motivation

This is related to psychological rewards such as the opportunity to use one's ability. A sense of challenge and achievement, receiving appreciation, positive recognition and being treated in a caring and considerate manner. Psychological rewards are those that can usually be determined by the actions and behaviour of the individual managers (Mullins, 2005). Intrinsic motivators are concerned with the quality of work life, and are likely to have deeper and long term effect because they are inherent in individuals and are not imposed from outside (Armstrong, 2006)

2.4 Motivation Theories

Critical search of literature on the subject matter brought to the fore that, several theories of motivation have been developed, and were particularly relevant for work settings. But the most interesting revelation was the mere fact that, each of these theories highlights one or more of the variables of motivation. However, it was also relevant to acknowledge that almost all these theories were propounded by American psychologist/scientist.

This brings to the light an obvious and inevitable question: Do these theories apply only in the context of American culture and society or they can be used every where? The answer the researcher believes will be easy for everybody to answer after a careful examination and comparative analysis of the models.

Psychologist typically grouped motivation theories into two categories namely; the content theories and process theories. The content theories Hitt (2009), argued addresses the issue of what needs a person is trying to satisfy and what features of the work environment seem to satisfy those needs. Such theories he was of the opinion tries to explain motivation by identifying (a) internal factors, that is particular needs and (b) external factors, particular job and work situation and characteristics that are presumed to cause behaviour. The process theories work motivation dealt with the way different variables combined to influence the amount of effort put forth by an employee.

Malik, Ghafoor & Naseer (2011), in contributing to this school of thought said it attempts to explain and describe how people start, sustain and direct behaviour aimed at the satisfaction of needs or reduction of inner tension. The major variables in this model are incentives, drive, reinforcement and expectancy.

A comparative analysis of the two blocks obviously indicated that, the content theories place much premium or emphasis on the nature of needs to be satisfied and what actually motivates whiles the process theory has its focus on the actual process of motivation.

It was realised during study that, the staff of Guaranty Trust has a way of standing up to tension (unsatisfied needs) and to a larger extent assumes that, there is one best way to motivate each and every one of them to sustain and direct their behaviour at work.

2.4.1 Maslow's Hierarchy of Needs

This theory was propounded by Abraham Maslow. It was based on the assumption that employees are motivated by series of five universal needs, these range of needs he claimed the individual will be motivated to fulfill whichever is most powerful at the time of need (Maslow,1970). This need, literature makes us to understand he grouped them into; Lower order needs- which he claimed are dominant until they are at least partially satisfied. From this angle it can be realised that any normal human being would turn his attention to satisfy needs at the next level giving rise to higher-order needs which gradually becomes dominant. To make the theory simple, Maslow ranked these needs in a hierarchical fashion;

Physiological Needs

Physiological needs according to Maslow (1970) are the basic needs for survival and deemed it to be the lowest- level needs. These needs included needs such as food, water and shelter. These are the basic necessities a human being needs to survive and as a matter of fact cannot do without it. He was of the strong opinion that even if all the other needs are unsatisfied then physiological needs will dominate. So long as physiological needs are unsatisfied, there exist as a driving or motivating force in a person's life. A hungry person has a felt need and

this felt need ignites both (psychological and physical) tension and manifest itself in a manner directed towards reducing the said tension (getting food to eat) thus, people will focus on activities that will help them survive. Once the hunger is satisfied tension is reduced and the need for food ceases to be a motivator.

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Safety Needs

The next level in the hierarchy was what he termed as safety needs- the search for shelter, security, stability, dependency, protection, freedom from (anxiety, fear and chaos), and a need for structure, order, and law. In the work setting this needs translate into a need for at least a minimal degree of employment security; and the assurance that we cannot be dismissed or sacked on irrelevant issues and that appropriate levels of effort and productivity will ensure continued employment.

Social Needs (belongingness needs)

According to Hayes (2009), if a person has the first two levels of needs well gratified, the emergence of social needs (sense of belongingness and love) becomes the next objective. At this stage in life, a person hunger for the affection of others and would want to be placed in a group or family. Relating this to the work place, as outgoing creatures, humans have a need to belong and this can only be satisfied by an ability to interact with one's colleagues and be able to collaborate effectively to achieve organisational goals.

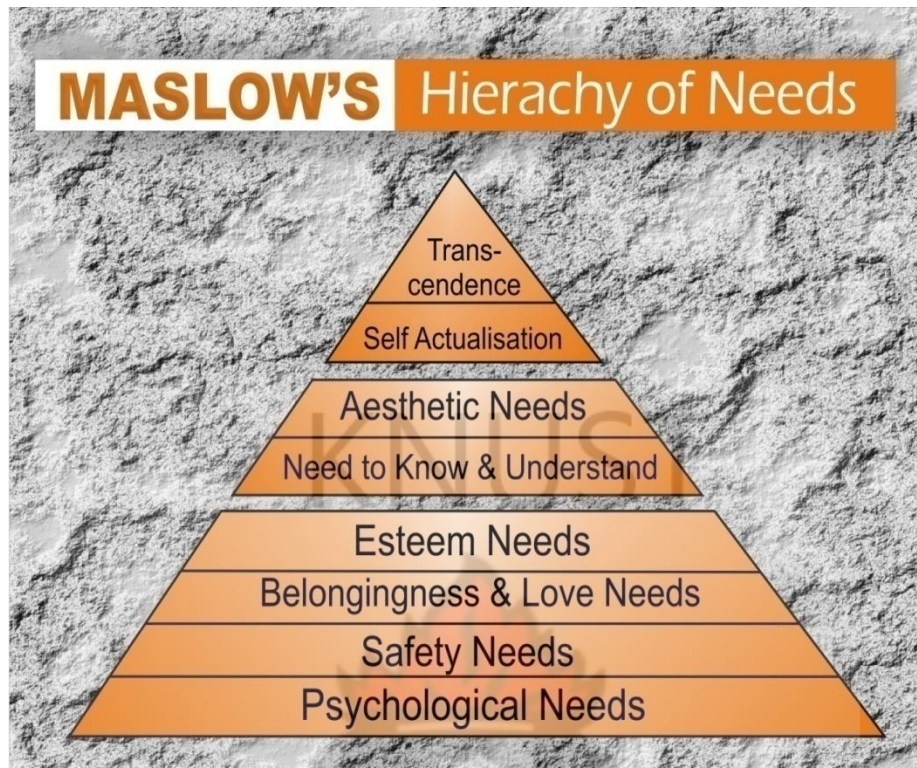
Esteem Needs

Maslow (1970), observed from the research conducted with his patients that humans after gratifying social needs would now crave for what he calls esteem needs – thus, the desire for self respect, esteem, and the esteem of others. Self respect he defined as the need for a sense of (achievement, competence, adequacy and confidence). Digesting his submission carefully, and relating it to the workplace setting, externally, people seek needs like desire for reputation and recognition, prestige, status, fame, glory, dominance attention and appreciation in the eyes of other people.

Self-Actualisation Needs

The highest need in Maslow's hierarchy, arguable though. Self actualisation refers to the desire for self fulfilment, realisation of a potential, continuous self development and the process of becoming you. Expatiating further, Hitt (2009), added that at this level, individual differences are dominant as the emergence of these needs rest upon some prior satisfaction of the previous four. The researcher observed that, at this point, people seeking to satisfy this need will actually, look for personal relevance and value new responsibilities that may help discover new talents.

Fig 2.1 Maslow's Hierarchy of Needs



Source: Author's Own Construct, June 2012.

A critical look at the theory in its entirety, the researcher begs to differ, and does not share in the Maslow's opinion entirely. First, he claimed that workers have multiple needs, which indeed is true because of the complexity of human nature. Secondly, he made it emphatically clear that human needs are grouped into levels, creating a hierarchy so to speak, it is not true in the sense that, science has proven that human nature is complex making them flexible in their ways of doing things. This makes it extremely difficult to subject them to the measurement of rigid instruments and more, be able to order their needs into a defined hierarchy. Thirdly, he assumed that a need once satisfied, is no longer a need. The argument is that the needs of workers cannot be automatically fixed as the pilot survey revealed that

there were gaps between the staffs needs and at a point in time some were overlapping. Individual workers at the bank also took exception to the fact that they do not graduate or progress along a particular line rather unconsciously may be obsessed by a higher need, that a lower need may go unnoticed. Finally, a tension or behaviour may not be ignited a single need but several of them.

2.4.2 Alderfer's Hierarchy of Motivational Needs (ERG THEORY)

The ERG theory was propounded by Clayton Alderfer in 1972 as a quick response to the lack of empirical evidence for the hierarchy of motives presented by Maslow in 1970. His objective was to align it more closely with empirical research. Notwithstanding, Alderfer's version of the needs theory was built on the ideas of Maslow. Studying the issues carefully one can clearly conclude Alderfer only sought to present an alternative approach rather than reject the theory. The ERG he defined as; Existence, Relatedness, and Growth.

Existence needs: he defined as including all basic material existence requirements; (Maslow's physiological and safety needs).

Relatedness Needs: he referred to as the quest of people to maintain interpersonal relationship with other people-family members, colleagues, bosses, and subordinates. He explains further by saying people satisfy this need by sharing thoughts and feelings. (Maslow's social/love need and the external component of his esteem need).

Growth Needs: He referred to as what impels a person to be creative or have an impact on his her environment thus, the desire for personal development. He was of the opinion that

this level of needs can be catered for by engaging in challenges that demands that you use your skills or require that you initiate new ones (Maslow's esteem need, and self actualisation). In the nutshell, Alderfer believes that three categories of needs are active in every person but vary in degrees and strength.

Alderfer's ERG theory differs from Maslow's Need Hierarchy insofar as ERG theory demonstrates that more than one need may be operative at the same time. ERG theory does not assume a rigid hierarchy where a lower need must be substantially satisfied before one can move on. Alderfer also deals with frustration. That is, if a higher-order need is frustrated, an individual then seeks to increase the satisfaction of a lower-order need.

According to Maslow an individual would stay at a certain need level until that need was satisfied. ERG theory counters by noting that when a higher- order need level is frustrated the individual's desire to increase a lower- level need takes place. Inability to satisfy a need for social interaction, for instance, might increase the desire for more money or better working conditions. So frustration can lead to a regression to a lower need.

In summary, ERG theory argues, like Maslow, that satisfied lower- order needs lead to the desire to satisfy higher-order needs; but multiple needs can be operating as motivators at the same time, and frustration in attempting to satisfy a higher- level need can result in regression to a lower- level need.

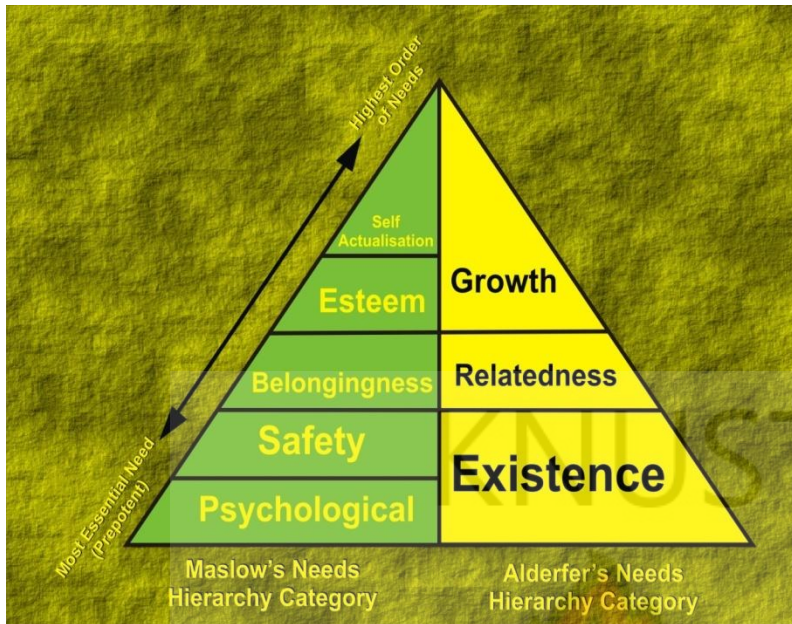
Table 2.1: Alderfer's Hierarchy of Motivational Needs

Level Of Need	Definition	Characteristics
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Growth	Impel a person to make creative or productive effects on himself and his environment	Satisfied through using capabilities in engaging problems; creates a great sense of wholeness and fullness as a human being
Relatedness	Involve relationships with significant others	Satisfied by mutually sharing thoughts and feelings; acceptance, confirmation, understanding, and influence are elements
Existence	Includes all of the various forms of material and psychological desires	When divided among people one person's gain is another's loss if resources are limited

(Source: Napaporn, 2009)

Fig 2.2 Comparison of Maslow and Alderfer's Hierarchy of Needs



Source: Author's Own Construct, June 2012

2.4.3 Acquired Needs Theory-(McClelland 1955)

Another content theory which also centered on needs was propounded by an American psychologist. This theory focuses on learned or acquired needs. He proposed three of these needs to be the underlying principle for this theory; hence the reference of the theory as **three needs theory**.

- (a) Need of achievement (**nAch**) - to set and meet standard of excellence.
- (b) Need of power (**nPow**) –to have control over one's environment.
- (c) Need of affiliation (**nAff**) - to develop and maintain interpersonal relations.

Fig 2.3: Model of Acquired Needs Theory



Source: Author's Own Construct, June 2012

McClelland (1955) contended that a person who has a high need for achievement is someone who habitually strives for success or goal attainment. He was of the view that, rather than being arranged in a hierarchy, individuals possess each possibility of conflicting needs, which motivate their behaviour when activated.

He further opines that, the presence of these motives or drives in an individual indicates a predisposition to behave in certain ways. Therefore, from a manager's perspective, recognizing which need is dominant in any particular individual affects the way in which that person can be motivated.

In summary, all the theory postulated was, people with achievement motives are motivated by standards of excellence, delineated roles and responsibilities and concrete, timely feedback. Those with affiliation motives are motivated when they can accomplish things with people they know and trust. And the power motive is activated when people are allowed to have an impact, impress those in power, or beat competitors.

At Guaranty Trust Bank, the need for achievement was exhibited by staff through the avoidance of low risk activities, the risk of failing in a given assignment and setting themselves moderate, realistic, smart, time bound and achievable goals all towards the main organisational goal.

That of affiliation was seen through the spirit of conforming to organisational agenda, rather than standout, seeking approval from the collective whole rather than seeking individual recognition, supporting co workers and iron out their differences and finally believed in team work than seeking personal glories and extending it to their social activities.

The need for power manifested itself in the form of workers having the platform to make critical suggestions at meetings, lending a helping hand to handicapped colleagues to increase organisationl effectiveness, enjoying competition from colleagues and winning and having the will power to approach co workers on certain issues affecting the development of the bank. It was very evident that all the staff members possessed a combination of these three needs and the dominant ones were perceived to have driven their behaviour.

2.4.4 Two- Factor Theory (Fredrick Herzberg)

Herzberg (1959) Two- factor theory, also known as the Motivation- hygiene theory. The theory centered or related to the nature of a person's work. The theory sought to distinguish between factors that can increase job satisfaction (motivators) as against those that can cause dissatisfaction but cannot increase satisfaction. Herzberg termed the motivators as intrinsic factors directly related to the doing of a job such as the nature of work, responsibility level, personal growth opportunities and the sense of achievement and recognition. The other

factors “hygiene” factors as extrinsic to directly performing the job. They are less conditions associated/surrounds the job. These factors he outlined as supervision, relations with co workers, working conditions, administrative policies and practices related to benefit and compensation.

Studying the theory carefully the researcher realised that Maslow and McClelland touched on motivation but Herzberg sought to replace motivation with satisfaction. These two concepts are totally different. Objectively, being pleased (satisfied) with doing a more challenging set of tasks does not mean you will be motivated to do your job better.

Table 2.2: Classification of Herzberg’s Two Factor Theory

Hygiene (Maintenance factors) (Job Environment) Extrinsic Factors	Motivation factors (Job Content) Intrinsic Factors
Company Policy /Administration	Work Itself
Supervision	Achievement
Interpersonal Relations	Responsibility
Working Conditions	Growth and Advancement

Source: Author’s Own Construct, June 2012

2.4.5 Frederick Winslow Taylor

Frederick Winslow Taylor (1856 – 1917) put forward the idea that workers are motivated mainly by pay. His Theory of Scientific Management argued that:

Workers naturally do not enjoy work and so need close supervision and control and advised managers to break down production into a series of small tasks

Workers should then be given appropriate training and tools so they can work as efficiently as possible on one set of task. Workers are then paid according to the number of items they produce in a set period of time- piece-rate pay. As a result workers are encouraged to work hard and maximise their productivity.

Taylor's methods were widely adopted as businesses saw the benefits of increased productivity levels and lower unit costs. The most notably advocate was Henry Ford who used them to design the first ever production line, making Ford cars. This was the start of the era of mass production.

Taylor's approach had close links with the concept of an autocratic management style (managers take all the decisions and simply give orders to those below them) and Macgregor's Theory X approach to workers (workers are viewed as lazy and wish to avoid responsibility).

However workers soon came to dislike Taylor's approach as they were only given boring, repetitive tasks to carry out and were being treated little better than human machines. Firms could also afford to lay off workers as productivity levels increased. This led to an increase in strikes and other forms of industrial action by dis-satisfied workers.

2.5. Expectancy Theory

The expectancy theory was propounded by Victor Vroom a psychologist in 1964. The theory is only applicable to a work setting that is based on people's expectations. The focus of the

theory is on the thought processes people used when they faced particular choices among alternatives particularly choices/ alternative courses of action. Literature reviewed revealed the following as the underlying principles of the theory; individuals make conscious effort to behave in a certain manner, individual values with regard to choosing desired outcomes, individual expectations concerning the amount of effort required to achieve a specific outcome and individual expectations concerning the probability of being rewarded for achieving desired outcomes. Vroom through these principles sought to portray that motivation is a function of the relationship between; effort expended by an individual and perceived level of performance; and the expectation that reward for desired outcomes will be related to performance. On the other hand there must also be the expectation that rewards are available as it will go a long way determine the strength of the motivational link thus, the strength of the individuals preference for an outcome and the belief that in the possibility that particular actions will achieve the required goal. To make the expectancy process simple;

Effort → Required performance → Desired outcome

Force = Valence × Expectancy

Where force is strength of motivation, valence is strength of preference for outcome and expectancy is the level of belief that changes in behaviour will achieve the required outcome.

Looking at the theory and its complexity in nature one could only make recommendations to management, to as a matter of fact try to find out desired outcome each of the bank values most, define the goal and what constitute the level performance needed to achieve it. But management should also not lose sight of the fact that the level of performance is realistic

and achievable. After a period of time management should be able to measure the outcomes by the performance desired by management. One thing worth noting is that the strategies put in place should not create conflict between the expectations it sought to create and other militating factors in the work environment. Finally, outcomes should be attractive and enticing enough to ignite the desired level of performance.

2.6 PERFORMANCE

Herzberg (1959) says having fewer dis-satisfiers does not motivate a worker to do a good job, but only to stay in it. Worker performance clearly depends on their level of motivation, which stimulates them to come regularly, work diligently, be flexible and be willing to carry out the necessary tasks. The performance and quality of banking service depends on the quality and motivation of banking human resources. Therefore, bankers' motivation is likely to have effect on the delivery of banking service and the outcome on customer care and performance of work.

2.6.1 How Motivation Affect Performance

Motivation is the internal process that leads to behaviour that satisfies needs. Therefore, performance formula;

$$\text{Performance} = \text{Ability} \times \text{Motivation} \times \text{Resources} (2 \times 2 \times 2 = 8)$$

Looking at the equation carefully it shows that workers can have as much ability and the necessary resources at their disposal but will still fail to perform. In other words all that

equation is depicting is that without motivation performance is usually below potential (Carter & Shelton, 2009).

2.6.2 Factors Affecting Workers Motivation and Performance

Motivation at work is widely believed by most writers on the subject to be a key factor for performance of individuals and organisations and also a significance of intention to turnover. There is a strong link between job dissatisfaction, lack of motivation and intention to turnover. There are three factors that play key role in performance;

- The ability of staff to do their job;(the capacity or can do factors)
- The motivation of staff, to put in effort to do their job, (the ability or will to do factors).
- The organisational support or opportunity to do the job well (availability of resources).

In other words, performance depends on whether the staff perceives themselves as able to do things, whether they are willing to do things and whether they have the means to do them.

Fig 2.4 Relationship between Motivation and Performance



Source: Author's Own Construct, June 2012

A cursory look at fig 2.5, is shows that theoretically, there is a relationship between motivation and performance in the sense that, an organisation can recruit all the best employees with the right mix of skills and qualification, go the extra mile of securing all the necessary resources needed for production and ensure that their needs catered for, performance will still be zero if, the drive 'to do' is absent. In a situation where all these variables come to play, coupled with motivation factors (thus ability or the will to do) then performance will be at the optimum. Therefore, the linkages with one another and finally all directed towards performance.

2.6.3 How Employee Motivation Affects Employee Performance

According to Kotelnikov (2008), the extent to which employees are motivated in their work depends on how well those employees are able to produce in their job. He goes further, to assert that motivation is expected to have a positive effect on quality performance; employees who are characterised by a high level of motivation will definitely show higher work and life satisfaction. Having high level of motivation in itself is valuable for employees and a decrease in level of motivation might affect employees negatively, the motivation in this case will lead to higher level of initiative and creativity from the employees and where monitoring is difficult, motivation is therefore extremely important for ensuring high quality performance.

2.7 Types of Rewards

The subject motivation can never be tackled or discussed without making mention of reward. Reward system is much more than just bonus plans and stock options. It is actually a process that reinforces or drives innate feelings, to meet the targeted and accepted standards. Many believe it should not be seen as a ritual affair but a continuous activity to be undertaken by management.

2.7.1 Monetary Rewards

It is certainly the most common and widely used approaches to facilitate recruitment, retention, motivation and performance. Financial rewards include direct or indirect payment

such as wages or salary, bonuses, insurance, merit pay, allowances, loans and tuition reimbursement. Providing adequate and timely reward is important to guarantee the recruitment of motivated and qualified staff.

2.7.2 Non Monetary Rewards

There are different types of non monetary rewards, such as work autonomy, recognition, from supervisors, so employees will feel their efforts are noticed and valued. Career development and professional growth opportunities will help employees to develop new skills, knowledge expansion, and increase their visibility within the organisation, internal promotion opportunities as a long plan, and shift work flexibility.

2.7.3 The Importance of the Reward System

Money whether in the form of wages, piecework, incentive pay, bonuses, stock options, company paid insurance or any of the other things given to people for performance, money is important. Economists, accountants and many managers tend to regard money as a prime motivator (Jishi, 2009).

However, behavioural scientists tend to place it low on the scale of motivators. Probably, neither view is correct as an all-embracing approach; it depends on the individual. Money in the form of pay is a powerful motivator, which can be related to the motivational theories that we have examined. In discussing money as a motivator it is necessary to recognise its effects at two levels;

- Money in absolute terms, as an exact amount, is important because of its purchasing power. It is what money can buy, not money itself that gives it value.
- Money is also important as an indication of status.

2.7.4 Incentive Schemes

There are several features which are unique to money as a motivating force and which can affect workers in different ways:

Money is more important to people who are seeking to establish an initial standard of living rather than those who have arrived. Schumacher (2008) defined his principle of motivation in which he states that if all efforts by the company are devoted to doing away with work by automation and computerisation, then work is a devalued activity which people put up with because no other way has been found of doing it. People would therefore be working just for money. Most organisations use money not as a motivator, but simply as a means of ensuring adequate staffing. The need for apparent fairness encourages the use of salary grades and hence comparability of earnings. Financial incentives operate with varying strengths for different people in different situations. Much research has shown that money is not a single motivator or even a prime motivator.

2.7.5 Ways of Motivating Employees

Worman (2008) contributing to the subject motivation enumerated the following ways of motivating employees;

1. Recognition and Attention. Worman touching on this point argued that, when employees accomplish a mission, they believe that indeed they have achieved something and have the

mindset that recognition from management is an appreciation for that achievement. But the challenge is here that, most managers do not give enough recognition because they themselves do not get enough.

Giving recognition to employees is something that does not come naturally to do, but requires much effort and consistency to achieve it. At Guaranty Trust Bank it was realised during the pilot survey that employees felt unrecognised. In that, there had been instances they felt that management should have at least given them a pat on the shoulder after successfully executing a task.

The researcher therefore, contends, that employees do not all the time require cash, as it is the perception of most managers to be motivated to give off their optimum best, but sometimes mere appreciation is enough for he or she to feel at home and perform very well.

2. Applause. Closely related but, a form of recognition which comes in a very specific form. Worman (2008) maintained that physically management should applaud employees by giving them a round of applause for specific but extraordinary achievements. He buttressed the point when he indicated that, the opportune time is at meetings or social gatherings, a luncheon, or in the office.

A close look at this point, it came as no surprise to the researcher when it had to follow recognition and appreciation. The two are indeed related and the onus lies with management to identify when, where and how this particular form of motivation can be employed effectively to increase performance.

3. One-on-One Coaching. Coaching is employee development which is an important aspect of every organisation. The only cost for embarking on such an exercise is time. Time in this context means you care. And it is worth noting that employees do not care how much you know until they know how much you care.

Chapman (2009) added that whenever the emphasis is on positive feedback, it is only wise that the coaching is done in "public." Whenever you recognise and encourage people in "public," it acts as a natural stimulant for others who are close enough to see or hear what is taking place.

Arguably one of the most effective ways of motivating employees, the study revealed that the bank as a way of motivating its staff gives senior members the opportunity to take freshmen through the rudiments of the job and who from time to time coaches them when they are chatting the wrong course.

4. Training: For whatever reasons known to management of most organisations they think that people have already been trained or have got good people who only need a little training. But Worman (2008) in his article titled “ways of motivating employees without money” disagreed and claimed that training never ends and is a continuous exercise.

This is one notion shared by almost all institutions; the perception is that once you come out of school it means you are fully fledged to fit into the scheme of things. It is never the case; most fresh graduates require intensive training in addition to the knowledge acquired to be able to perform. Scheduling “tune- up” training sessions the researcher believes is very vital. Such training sessions as a matter of fact should be led by management or by a supervisor

with help from specific employees who show a particular strength in the skills taught. It may be seen to be time consuming, but such training sessions will continually enhance the performance of banking staff and the productivity of the business.

5. Career Path. Employees, as vital as they are to the bank, need to know what is potentially ahead for them, what opportunities there are for growth. This issue is sometimes a forgotten ingredient as to the importance it plays in the overall motivation of people. The reality is that management in recruiting staff entices them with nice packages, after employment all these nice packages vanish into thin air.

In support of the argument the researcher charges that, management within their power should set career paths within their organisations if possible, promote from within. Although specific circumstances may require that management look for talent outside the company, it is always appropriate to first consider internal personnel. Such actions send a very positive message or signal to every staff member, that there are indeed further career opportunities within the organisation.

6. Job Titles. Job titles in this context Worman (2008) meant, tapping the self-esteem of people, thus, how someone feels about the way they are perceived in the workforce, which is a critical component to overall attitude and morale. Imagine a social gathering that includes some of the staff of the institution. The subject of work inevitably comes up. How will the people feel; proud, or embarrassed, to share their title and workplace? The importance of feeling proud of who you are and what you do is monumental.

Management should be creative as they think of possibilities for titles. They should have staff come up with ideas giving them input into the titles. The bottom line is, you are dealing with pride and pride enhances a positive attitude and a positive attitude is the foundation for continuing success.

7. Good Work Environment: Literature reviewed brought to the fore how inaccurate results can be. Reporting on the issue Mc Coy (2000), in a study conducted asked Employers to rank what they thought motivated their people and then employees were asked to rank what really did motivate them.

According to the study employers felt "working conditions" was a nine (or next to last) in terms of importance. Employees saw it otherwise ranking it Number two! Giving an indication that working conditions were very important to the way employees felt about where they work.

Most staff members of the bank highly supported this point and advocated that working in an office with pictures on the walls, plants; nice flowers, furniture, and enough space among other features generally make people feel good about their environment and give of their best for maximum performance. On the other hand working in an office where all these elements are absent coupled with unregulated temperature considering a banking hall they together with the customers may feel they are in the Amazon jungle one minute and the North pole the next minute so to speak.

8. On-the-Spot Praise: Also believed to be associated with recognition but the key thing here is timing. When there is a reason for praising someone, Hitt (2009) reiterated that management should not put it off for any reason. Promptness equals effectiveness.

The study shared the opinion of Hitt. It is appropriate that employees be praised when the achievement is fresh on everyone's mind. The challenge of most management is their attitude of allowing time to creep in and snatch away any ounce of the positive impact that praise can have when it is delivered promptly.

9. Leadership Roles: Giving employees leadership roles to reward their performance will also help you to identify future promotable people. Most people are stimulated by leadership roles even in spot appearances. For example, when visitors come to your workplace use this opportunity to allow an employee to take the role of visitors guide.

A great place to hand out leadership roles is to allow employees to lead brief meetings. Utilise their strengths and skills by setting up training sessions and delegating one of your employees to lead the training. The best time to do this is when new people start (Worman, 2008).

Another opportune time conducive for such actions is to assign someone who has attended an outside seminar or workshop lead a post show that is briefing the other employees regarding seminar content and highlights.

The researcher observed that workers who have worked with the bank for over five years are assigned these responsibilities of taking new staff through the bank's working procedures and rules and in house training sessions.

10. Team Spirit: One very effective idea for most organisations has been the policy of team spirit among employees. Building a collage of creative ideas with the "Team" theme. All employees are responsible for submitting a phrase referring to TEAM on a weekly rotation. Each of these ideas (such as TEAM: Total Enthusiasm of All Members or There is no I in Team) is placed on a wall, creating a collage of Team-oriented phrases. Don't have one person responsible for this do it as a team (Worman, 2009).

11. Social Gatherings: Scheduled offsite events enhance bonding which in turn helps team spirit, which ultimately impacts your positive work environment. Outings like Christmas, Easter parties are only some of the ideas that successfully bring people together for an enjoyable time. Some others like keep fit exercises inter- departmental games are also very effective in motivating employees.

12. Outside Seminars: Outside seminars are a stimulating break for employees after long period of sitting behind their computers and working. Because outside seminars are not always cost efficient for most people, management may consider on-site seminars or workshops for their staff. It can be used as a contest prize for one or two people. Then set up a structured plan for those seminar attendees to briefly recreate the seminar to the rest of your people when they return (Napaporn 2009)

Doing such a thing the researcher believes may spur other employees on to give of their best with ultimate hope of being selected to be the lucky. The selection if possible should be done by colleagues by putting to vote as to who in their opinion was outstanding

13. Additional Responsibility: There are definitely employees in every organisation who are willing, begging for and can handle additional responsibility. Such employees do not do it out of pride but their love for the job. The responsibility of management here is to identify who they are and if possible match responsibilities to their strengths and desires.

This is also a smart way of motivating employees to increase performance. Giving them that additional responsibility makes them have a feeling that are responsible and equal to whatever task given and will go the extra mile to execute it with due diligence.

14. Stress Management: It is one of the silent but major factors that is causing low performance among employees (Worman, 2009). He added that there are many articles and books available on the subject and encouraged management to make the reference materials available to their people. He further recommended that, if possible, have an in-house seminar on stress management techniques. So that production time is not lost.

As human beings we have our own problems and that of family adding to it, coupled with that of the workload brings a lot of stress if not well handled affects our output which will eventually lead to low performance.

2.8 Conclusion

It is the prime expectation of management from their employees' to exhibit increased productivity. To realise this, behaviour has been found to be of utmost importance. Employee behaviour as a matter of fact is also highly influenced by the environment one finds him or herself making the employee a major function that employees innate drives or needs (motivation) and the avenues he or she has to satisfy in the workplace

CHAPTER THREE

METHODOLOGY

Introduction

This chapter presents the research methodology and the methods as well as the justification of the choices and their uses. In addition, the research process and design, study population and setting, sample and sampling procedures, data collection, pilot survey and data analysis method and management.

3.1 Research Design

Research design involves a series of rational decision-making choices. The research design was devised following a number of the researcher's decisions associated with the purpose of the study. In other words, the research design is the step aimed at designing the research study in such a way that the essential data can be gathered and analysed to arrive at a solution (Sekaran 2003).

The study used both the quantitative and qualitative research design. Quantitative research uses objective measurement and statistical analysis of numeric data to understand and explain a phenomenon. Qualitative research, in contrast, focused on understanding social phenomenon from the perspective of human participants in the study.

The rationale for adopting the mixed approach design was that, they can be used to execute any research activity notwithstanding the paradigm and this was supported by Tashakkori

and Teddlie (1998) in their submission that the mixed approach of research design has the advantages of one compensating for the weakness of the other.

The study also employed the case study research method alongside the two prominent design to collect data and enable the researcher study into detail all the variables involved especially the bank.

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3.2 Study Population

The population of the research, the entire group of people that, the researcher wished to investigate (Sekaran 2003). It comprised a cross section of the staff of guaranty trust bank with a working force of 474 people. The study found out that the institution had three categories of workforce thus; the contract staff, permanent staff and management. Out of the total workforce 36 % were contract workers, 56 % permanent staff and remaining nine 9% constituting management. This study decided to concentrate on management and permanent staff leaving contract workers in the sense that they can be laid off at anytime.

3.3 Sample Size

Sampling design and sample size are highly relevant to establish the representativeness of the sample for generalisability (Berg, 2007). To have a fair representation from the categories 25 management members and 294 permanent workers giving a total of 319. Out of the 319 a convenient sample size of 150 was drawn to undertake the study. Twenty-five management members participated in this survey because they were the fore runners of the organisation

and their policies and programmes on motivation directly or indirectly affect the performance of the workers. The remaining 125 constituted the permanent staff.

The questionnaire administration and interview were the research instruments used by the researcher to collect data from the respondents. In all a total of 150 questionnaires were designed and self administered.

The self administered questionnaire was employed to collect data from permanent staff of the bank. It had five sections; the first part touched on the background of respondents thus; sex, age, number of years served, educational level and department. The second part quizzed employees on what they perceived as forms of motivation. The c – part asked employees to rank their needs in the light of Maslow's hierarchy of needs. The fourth presented a set of factors and respondents were asked to indicate the extent to which it motivated and impacted on their performance at work; the last section sought to inquire from respondents their general view on the importance of motivation. The rationale for using the self administered questionnaire was to give respondents the liberty to answer the questions at their spare time in the comfort of their homes and not be intimidated by the researcher or any superior. In all thirty set of questions were asked and 97 of the questionnaires were retrieved giving a response rate of 64% showing a favourable response rate as compared to what was established by Sekaran (2003) in literature, that in any given survey exercise a response rate of 30% was considered most appropriate

Aside the questionnaire the study again utilised the interview as an instrument to collect data from management. Management was quizzed on issues concerning motivational policies and

how best they can motivate staff to give off their optimum best. The rationale for the interview was to give the researcher the opportunity to adapt the questions as and when necessary, clarify doubts or issues that were so clearly dealt with by staff and establish friendly relationship with management.

3.4 Sampling Techniques

The non probability design was employed in this study and to be specific the purposive sampling technique was the most appropriate for case study research. When developing a purposive sample, researchers use their special knowledge about some group to select participants who represent their population. It was adopted to select samples in the groups in order to ensure that certain types of units displaying certain attributes are sampled. Its biggest limitation is the lack of generalisability.

3.5 Sources of Data

Data for the survey conducted was sourced from both the primary and secondary sources. Primary data with respect to this research was data collected from the field survey conducted with the staff and management of Guaranty Trust Bank.

The secondary aspect had to do with information sourced from books, articles, journals, reports and other relevant documents which were highly related to the subject matter under study. This category of data had 95% of it used for the review of related literature and the remaining for justifying the choice of certain decisions taken.

3.6 Data Collection and Procedures

The survey was conducted in four regions in Ghana; Greater Accra, Ashanti, Western and Brong Ahafo regions. It does not make sense why four regions, the reason being that Guaranty Trust Bank has six branches in out of the supposed ten regions in Ghana therefore the study having to look at the selected four. The rationale for choosing the four was based on Berg (2007) assertion that selecting a site or setting for a study it should be reasonable in size and complexity so the study can be completed within the time and budget available.

Conducting a survey does not come so easy, so the researcher hired the services of field assistants about four in number, with each assigned a region. The assistants were first briefed on the purpose of the survey, taken through the questions and given a comprehensive one week tutorials as to what each of them meant. After which they were given their letters of introduction and dispatched to their various destinations.

Field assistants took the first week to introduce themselves to management and in turn be introduced to the staff. They went into action the next day, distributing questionnaires and explaining issues that were not clear to respondents. Respondents were given one month to answer questionnaires with intermittent follow ups by field assistants to give explanations when the need be.

After the one month it was realised that 130 questionnaires had been retrieved with as many as 33 not in good shape and some not answered at all. The remaining 97 was well attended to and in very good shape for analytical purposes.

The interview conducted with management was done by the researcher herself and it took a period of three weeks to finish the exercise. One may wonder why it was smooth; it was all because the researcher herself is an employee facilitating the process,

3.7 Challenges Encountered

During the data collection exercise numerous challenges were encountered of which all cannot be recounted. The few the researcher observed and can recall was the inability of the respondents to give the real situations on the ground with fear of being victimised.

Secondly, some of the respondents for no apparent reason decided not to attend to the questionnaires which the researcher believed was going to affect the analysis and the inability to generalise the findings for similar situations.

Thirdly, the frequent visits to the place to impress upon staff to be up and doing with answering of the questionnaires was perceived as a form of intimidation and too much breathing on their neck which to a larger extent accounted for as many as 33 not been returned.

Last but not least was the inability of field assistants to do follow up calls to remind respondents of the deadline for the return of questionnaires.

3.8 Data Analysis Methods

Data analysis by using questionnaire survey was expected to provide significant information to fulfil the research questions and objectives of the study. Data analysis according to research objectives will be presented in (chapter 4). There are different types of scales including nominal, ordinal, interval and ratio which can be used to measure the operationally defined dimensions and elements of a variable (Sekaran 2003), but only nominal were used in this study. Many statistical analysis methods including simple and advanced techniques were used when necessary in this research in order to analyse the data efficiently and effectively.

3.9 Ethics and Business Research

Ethics in business research refers to the code of conduct of behaviour while conducting the research. This should always reflect in the behaviour of the researchers who conducted the investigation, the participants who provided the data, the analysts who provided the results and the presentation of the interpretation of the results and suggested alternative solutions. the study had already concentrated on various aspects of ethics consideration.

One primary responsibility of the research was treating the information given by respondents as strictly confidential and guarding their privacy. The purpose of research was explained to respondents before conducting survey by presenting them with covering letters. The researcher was concerned not to violate the self esteem and self respect of the subjects as well.

Moreover, it was worthwhile bearing in mind that no respondent was forced to respond to the survey, and consent of the participants was the ultimate goal of the study. This study was conducted considering the ethical responsibility in accordance with the general principles of research ethics concluded by Ticehurst and Veal (2000) that (1) no harm shall befall the research participants (2) participants should take part freely, and (3) based on informed consent.

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3.10 Institutional Profile (Guaranty Trust Bank)

Guaranty trust bank (Ghana) limited a private bank operating in Ghana was registered in October 2004 and two years later secured the license to operate in the country from Bank of Ghana, on the 23rd of February, 2006. This paved the way for the bank to resume full operations.

The institution is a subsidiary company of guaranty trust bank plc one of the leading banks in Nigeria with a triple A rating. The bank pride itself with the fact that they are the locally owned bank to be first listed on the London stock exchange.

As a bank that does not rest on its oars strived to become the first African bank to obtain banking permit to resume fully fledged commercial banking activities in the United Kingdom. The bank currently owns 95.72% of the issued share capital of the bank with Nederlandse financierings Maatschappij Ontwikkelingslanden N.V. (FMO) having 2.14% and a prominent Ghanaian businessman, holding the remaining 2.14%.

The Bank has staff strength of 714 with Ghanaians having 99% an indication of having great concern to invest in the financial and give meaning to development of the private sector as the engine of growth in Ghana. The bank thrives on its state of the art IT facilities to roll out customized e-banking products and services to meet the increasing demands and needs of its Ghanaian customers within and without.

Guaranty Trust Bank Ghana operates an open door policy that reinforces the informal atmosphere and breeds a feeling of equality amongst its customers. The bank as a matter of fact operates on flat type of organisational hierarchy that facilitates effective and efficient communication procedures and prompt decision making.

The Bank is governed by eight set of orange rules in its operations thus, Simplicity, Professionalism, Quality Service, Friendliness, Excellence, Trustworthiness, Social Responsibility and Innovation.

In 2010, the Bank saw its efforts rewarded as they were nominated and adjudged the Bank of the Year 2009 and 2010 award in Ghana and some other major awards for their selfless and dedicated service to the land. (GT Bank, 2011).

3.9 Summary

This chapter presented the methodology and method used in this study including information gathering, development, pre-tests, pilot survey, data collection and data analysis. Data collection included a discussion of population, sampling design and size, the survey procedure among others.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

The fourth section of the research report, in this chapter, the first part of the study presented background analysis of data and proceeded to present the results and its interpretation in the light of the research objectives and questions in the same sequence as listed in chapter one. The second part linked the findings of the study to the literature reviewed in chapter two.

4.2 Background Analysis of Data

A total of 150 workers participated in the study with an equal number of questionnaires sent out and responded to by the workers of Guaranty Trust bank (respondents). After the field survey 130 questionnaires were returned, out of this number 97 were well answered representing a response rate of 64% and in good shape for serious analysis. This showed a favourable response rate as compared to what was established by Sekaran (2003) in literature, that in any given survey exercise a response rate of 30% is considered most acceptable.

The remaining 33 were not usable as some of them were not touched at all and others had 2 or 3 out of the 30 questions asked.

4.3 Demographic Features of Respondents

The results from the survey as presented in summary from table 4.1 shows that majority (55%) of the institution's workers were females. They formed the majority because it is perceived that women are more careful with money than men. It could be strongly confirmed from the researcher's observation, it could be realised that all the areas that had to do with handling physical cash was under the care of women. The remaining (45%) comprised their male counterparts.

Table 4.1: Gender of Respondents

Gender	Frequency	Percentage
Male	44	45
Female	53	55
Total	97	100

Source: Field Survey, July 2012

Table 4.2: Age of Respondents

Age Range	Frequency	Percentage
Between 20-30	37	38
Between 31-40	42	43
Between 41-50	18	19
51 and above	–	–
Total	97	100

Source: Field Survey, July 2012

The data collected from the field indicated that respondents who participated in the survey and responded to issues raised had majority of them thus (42%) between the age range of 31-40 and mostly in the middle level management, followed by those between the range of 21-30 forming (37%) at lower level, and that of 51-60 having (19%) being the top management. The summary presented on table 4.

4.3.3 Number of Years Spent On Job

Respondents who took part in the research survey had worked with the bank for a period of 1-5 years representing 79% indicating that, they responded more to the exercise, and from interviews conducted with management they were the bank's permanent workers barring any misconduct. It was refreshing to have had such a greater percentage respond to the issues in that, they had worked with the bank for an appreciable length of time and therefore were in the position to present the situation on the ground. The remaining 18% had worked with the bank for barely a year and response from management was that majority of them were contract workers and staff who have just been employed. This implied that they had not had any experience with respect to management motivational policies.

4.3.4 Educational Background of Respondents

Most respondents, the research revealed that, had attained one form of education or the other. Statistics confirmed that 54% of the respondents have had university education, followed closely on its heels by 33% constituting those with professional certificates. The researcher's

observation brought to the fore that these two categories of respondents were in the managerial and supervisory level of the organisation's hierarchy seeing to the day to day running of the bank and its development.

Respondents with polytechnic education formed 13% of the total respondents and they were mostly tellers. This implied to work in the financial sector one requires a great deal of knowledge and skills to be able to fit in there, and make the needed impact. Table 4.3 gives a clear picture of the educational background of respondents.

Table 4.3: Educational Background

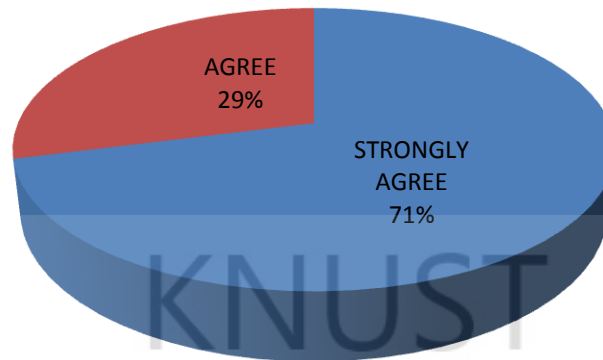
Educational Level	Frequency	Percentage
Secondary	-	-
University	52	54
Polytechnic	13	13
Professional	32	33
Total	97	100

Source: Field Survey, July 2012

4.4 FORMS OF MOTIVATION

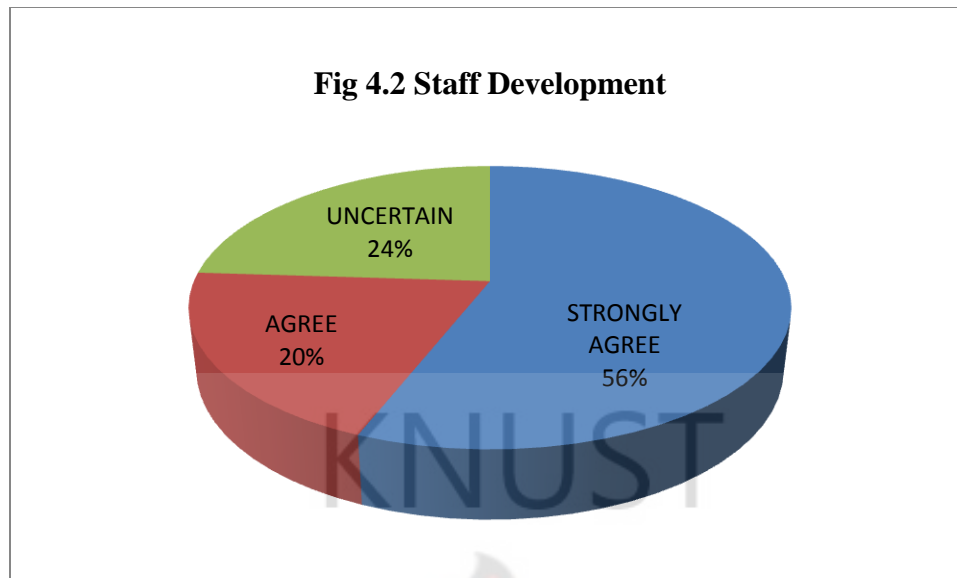
Section B, had respondents being quizzed on what they perceived as forms of motivation. Using a Likert scale they were asked to tick whether they strongly agree, agree, uncertain, strongly disagree and disagree to issues raised.

Fig 4.1: Trust, Respect And High Expectation



Source: Field Survey, July 2012

The views of respondents on the issue trust, respect and high expectation as a form of motivation saw 71% of the total respondents strongly agreeing to it, asserting that they desire self respect and self esteem and esteem for others. This is what Maslow put as Ego and Esteem needs. When externally focused these may include the desire for reputation, prestige, status, fame, glory, dominance, recognition, attention, importance, and appreciation. This implies respondents apart from the enticing and fat salaries and the numerous incentive packages at their disposal offered by management is not motivated to increase performance rather having management and colleagues repose some level of trust in them and according them the due respect alone is enough for them to maximise their performance. The remaining 29% threw their weight behind them. Figure 4.1 has the views graphically depicted.



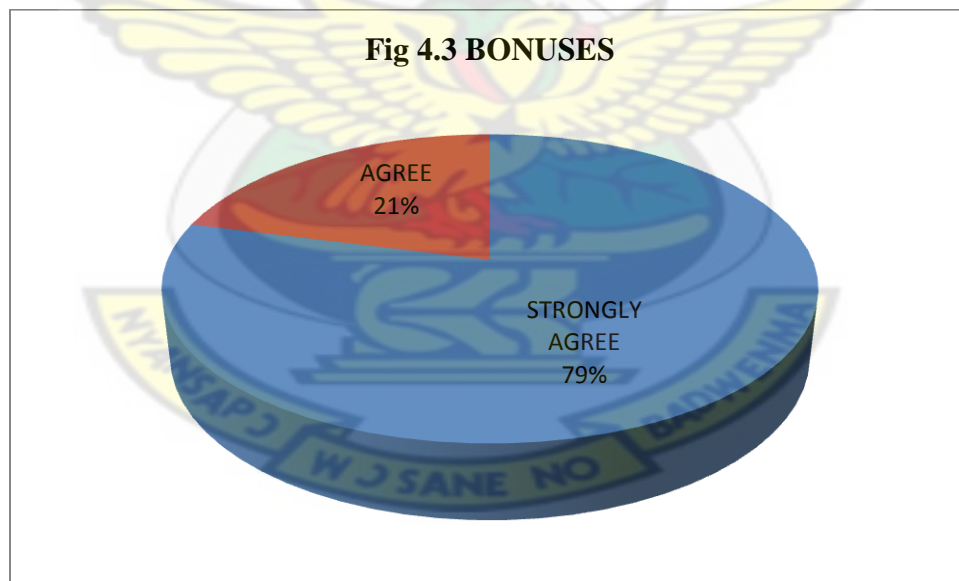
Source: Field Survey, July 2012

The analysis of data collected revealed that respondents see staff development as the next important form of motivation. A total of 56% of them strongly shared this opinion the reason being that every worker craves for this need thus, being able to self-realise objectives in life and continuous self – development to facilitate the process of becoming that entire person is capable of becoming. This in Maslow’s opinion is what he termed self actualisation. In support of this argument had 20% of the respondents agreeing to it and the remaining 24% very uncertain of the situation when quizzed.

The views shared by the respondents implied that the employees of Guaranty Trust Bank are not only enthused and enticed by juicy incentives and fat salaries given by management with the objective of coercing them to increase performance but their personal development for the future with respect to furthering their education and achieving their aim in life has now

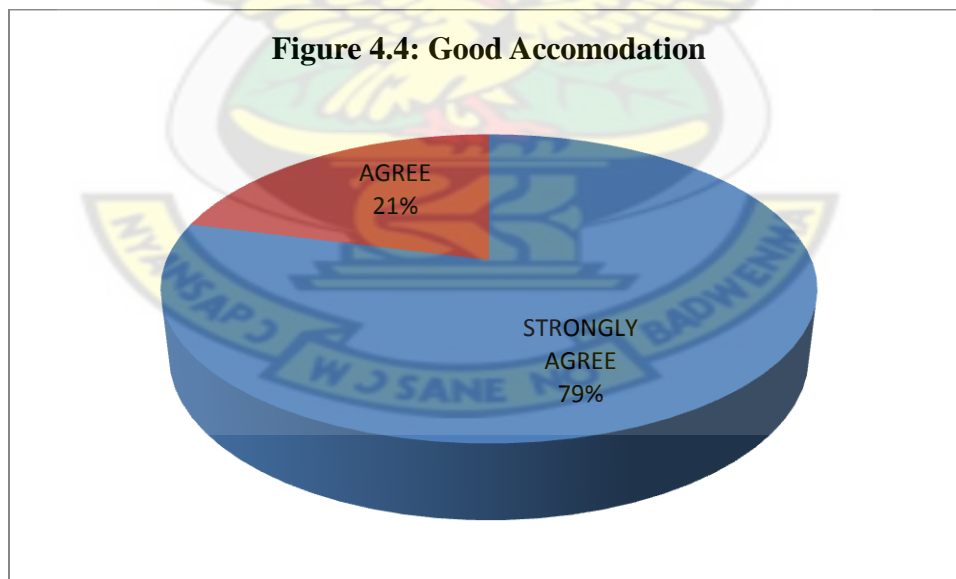
become one of the critical factors for them to perform at their maximum best. The picture painted in figure 4.2 gives a graphical description.

Majority of 79% of total respondents were of the opinion that bonuses motivate them to perform at work. In the survey they understood bonuses to mean extra payment to them over and above their usual salary given as incentive. Their reason was very simple it's due them as they have worked for it. The most of it all is that such monies come at times when things are hard so to speak, giving them a relief. Twenty-one per cent threw their weight behind them by agreeing to it.



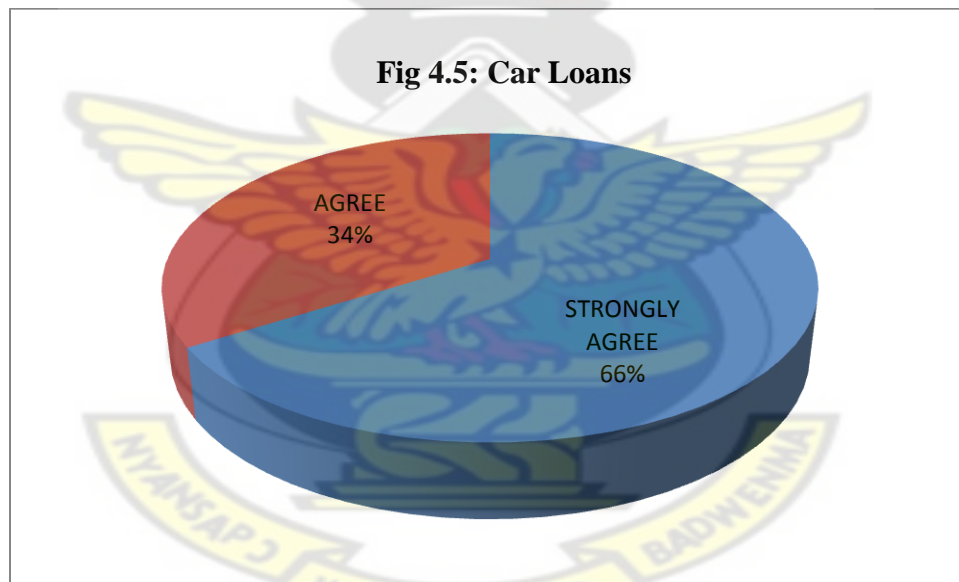
Source: Field Survey, July 2012

As depicted in figure 4.4, it is evident, that respondents believe having a good and decent accommodation motivates them to perform at their optimum best. In response to the question, an overwhelming majority of the respondents who participated in the survey, representing 79% made their intention known by strongly agreeing to the scenario. The reason was that having a place to house you, gives the peace of mind to perform, than to wake up every morning very disorganised and thinking of where to sleep the next day. The remaining 21% were in support of that. It was not surprising when Maslow in his hierarchy of needs said, shelter and security is a vital motivator to human behaviour. This implies notwithstanding how hard the situation may be, management should be able provide the workers with decent shelter to put them in the right frame of mind enhance their performance at work.



Source: Field Survey, July 2012

Majority of 66% of the total respondents surveyed, were of the view that provision of car loans to employees of the bank will serve as a motivator to boost their performance. They cited the following reasons that most of them stay far away from town, and getting transport to work becomes very hectic. Others looking at it from another angle believed facilitating the means to work will give a sort of prestige and fame (esteem needs). The remaining 34% only added their voice to it by agreeing. This implies that management, if cannot give car loans or create that facility for the employees can provide transportation in any other form for the workers. Figure 4.5 has the graphical picture.



Source: Field Survey, July 2012

4.5 INDIVIDUAL NEEDS

Section D of the questionnaire touched on individual needs of respondents. They were given five items comprising employee needs as established by Maslow's hierarchy of needs and asked to rank them in order of importance.

Table 4.4: Ranking Of Individual Needs

Item	Frequency	Percentage
Self-Actualisation	35	37
Self-Esteem Needs	20	21
Safety Needs	17	18
Social Needs	15	15
Physiological Needs	10	10
Total	97	100

Source: Field Survey, July 2012

Most respondents when pushed to the wall on the issue of how they will rank their personal needs in the light of Maslow's hierarchy of needs, shared a different opinion and agreed more with Alderfer's ERG theory which sought to refute the claim that human needs are satisfied from lower rank needs to higher order of needs rather human needs cannot assume a rigid hierarchy.

The argument was that the needs of Guaranty Trust Bank workers cannot be automatically fixed as the survey revealed that there were gaps between the staffs needs and at a point in

time some were overlapping. Individual workers at the bank also took exception to the fact that they do not graduate or progress along a particular line rather unconsciously may be obsessed by a higher need, that a lower need may go unnoticed. Finally, a tension or behaviour may not be ignited by a single need but several of them. This implies that management should not perceive that all employees notwithstanding the fact that, they belong to the same organisation and work towards the same goal, will have the same needs at the same time, rather understand employees from their individual perspectives and deal with them accordingly.

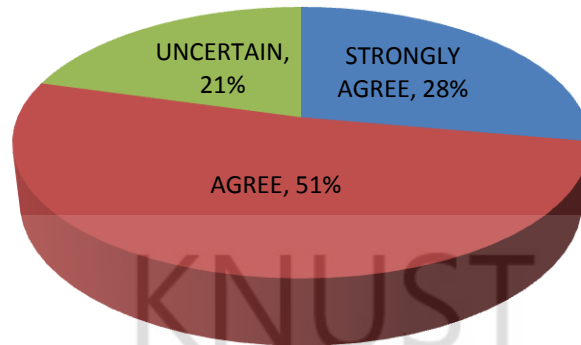
Table 4.4 is a practical confirmation, as most respondents placed self actualisation needs first (5), self esteem needs second (4), safety needs third (2), social needs fourth (3) and physiological needs fifth (1).

4.6 Respondents' Perception on Motivational Factors that Increase Performance

In section C Respondents were asked as to what their perceptions were about each of the seven scenarios in relation to the motivational factors that enhance employee performance.

The object of this particular section found out if indeed workers when taken care of by management especially through motivation will perform at their optimum best, to answer the question is there a relationship between motivation and employee performance?

Fig 4.6 Enhanced Performance Through Recognition and Appreciation



Source: Field Survey, July 2012

Respondents when quizzed on whether recognition and appreciation for a good work by management enhances performance, majority thus 51% agreed that after putting in much effort into their work, they expect that at least management if anything at all should say something or give a pat on the shoulder to show their satisfaction, as these little things go a long way to spur them on to do more. The perception was shared by 28% who in solidarity strongly agreed to it. On the other hand a minority of 21% were highly uncertain of the assertion made by their colleagues.

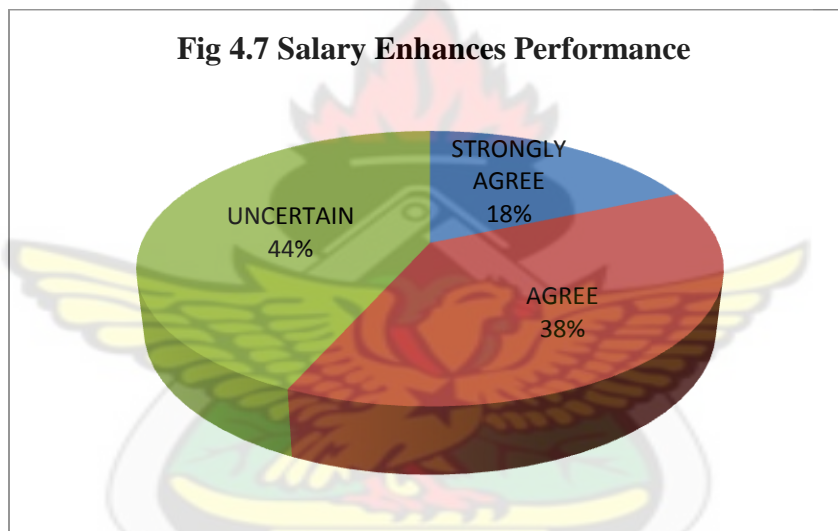
Showing appreciation and recognition for good work done breeds healthy competition among employees and indirectly raises the bar of excellence. It is natural in an organisational setting for co workers see a colleague being applauded for the good job done; they will also work hard to get the same reward. It should not be seen as a negative challenge rather a positive one that will enhance performance.

Literature reviewed attested to this finding. Worman (2008), in his article motivating employees without raising their pay confirmed that, employees are not motivated by money alone but when they accomplish something they believe indeed they have accomplished something and recognition from management is appreciation for that achievement. He further added that management hardly gives recognition because they do not get enough.

In a typical fashion participants revealed that they were uncertain as to whether salaries given them motivates them to perform, surprisingly 42% of the total respondents shared this perception. Close to this category were 38% of the total respondents who felt other wise and agreed that their salary commensurate with their performance. A minority of 18% strongly agreed to this scenario.

It is the universal perception that every employee works for money in return but they also work because they have personal goals to achieve. There had been numerous studies sharing a contradictory opinion to this particular finding. Maslow (1943) claimed that employees work to survive and live through financial compensation, to make new friends, to have job security, for a sense of achievement and to feel important in society, to have a sense of identity, and most especially to have job satisfaction. Taylor (1911) siding with Maslow reiterated that the most important motivator of workers is salaries and wages when he claimed that non monetary rewards breeds low productivity. He continued by saying that if employees receive the same wage irrespective of their individual contribution to the goal, they will work less and that employees think working at a higher rate means fewer employees may be needed which discourages employees to work more.

This result has proven that the staff of Guaranty Trust bank does not see fat salaries as motivating them to maximise their performance but rather agreed with Worman (2008) it is a costly mistake to get lost in the false theory that more money equals happy employees. He further asserted that cash will always be a major factor in motivating people and a solid compensation plan is critical to attracting and keeping employees. But the key additional cash is not always the only answer and in many cases not even the best answer.

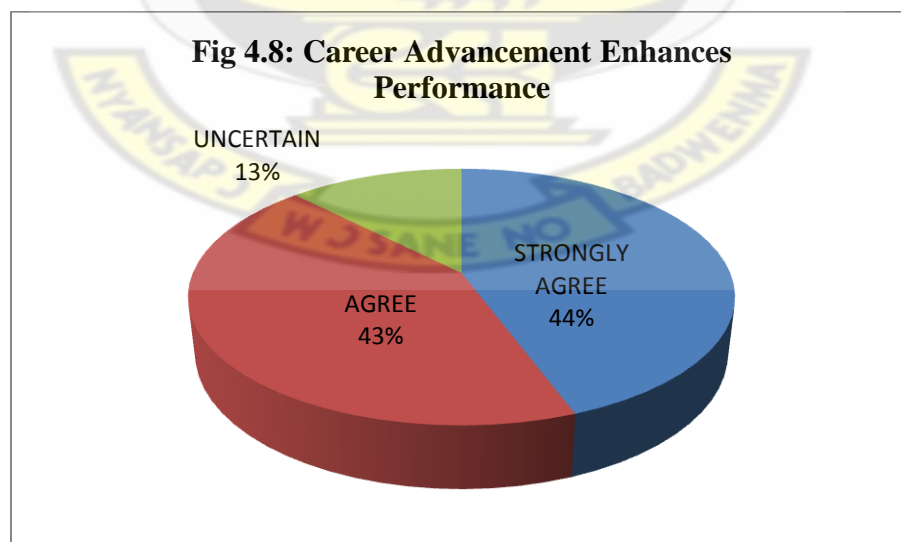


Source: Field Survey, July 2012

In this particular scenario it was too close to call, as 44% of total respondents' surveyed, believed that an opportunity for them to advance in their career and educational quest highly motivates them to perform in their field of endeavour, in solidarity 43% confirmed the perception by agreeing to the scenario, whilst 13% were not so sure it could. The statistics provided is displayed on fig 4.3, shows that respondents are happy about this policy of management giving them the opportunity to move up the career ladder, and hoped that

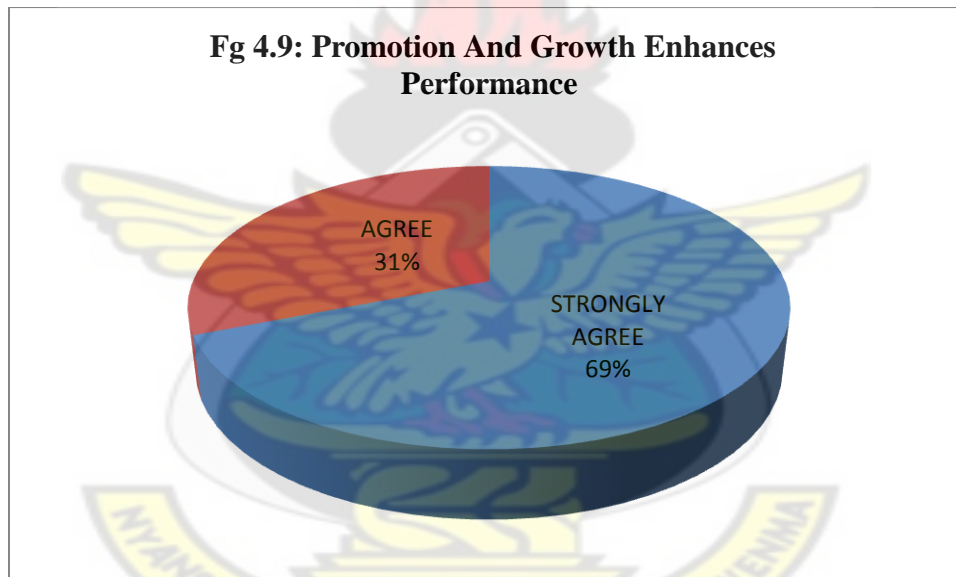
management will honour their promise when the time is due. Employees as key as they are to bank needs to know what is potentially ahead of them, the opportunities there are for growth and development.

This finding career development enhances performance in literature was emphasized by Worman (2008) human resources are key to the success of the organisation and need to potentially know what is ahead of them, the avenues for career advancement and growth. He was of the opinion that the issue is sometimes a forgotten ingredient as to the importance it plays in the overall motivation of employees. Maslow (1970) termed this as esteem and self actualisation and buttressed by Alderfer (1972) when he sought to replace it with growth thus the intrinsic personal desire for development. The researcher will like to urge management to set career paths within their organisation thus promote from within. Specific circumstances may require that management look for talent outside, it is always appropriate to first consider internal personnel, for such actions sends positive signals to everyone that there are indeed further career opportunities within.



Source: Field Survey, July 2012

Generally, about 61% of the total respondents surveyed on the scenario promotion and growth as a motivational factor enhances employee performance, had a considerable number of them representing 69% strongly agreed with the researcher indicating that money is not the ultimate but promotion is reward for effort. This shows there is a direct relationship between reward and effort. A minority of 31% in buttressing the point agreed with their colleagues. A graphical representation of the issue is depicted on fig. 4.4 for clearer understanding.



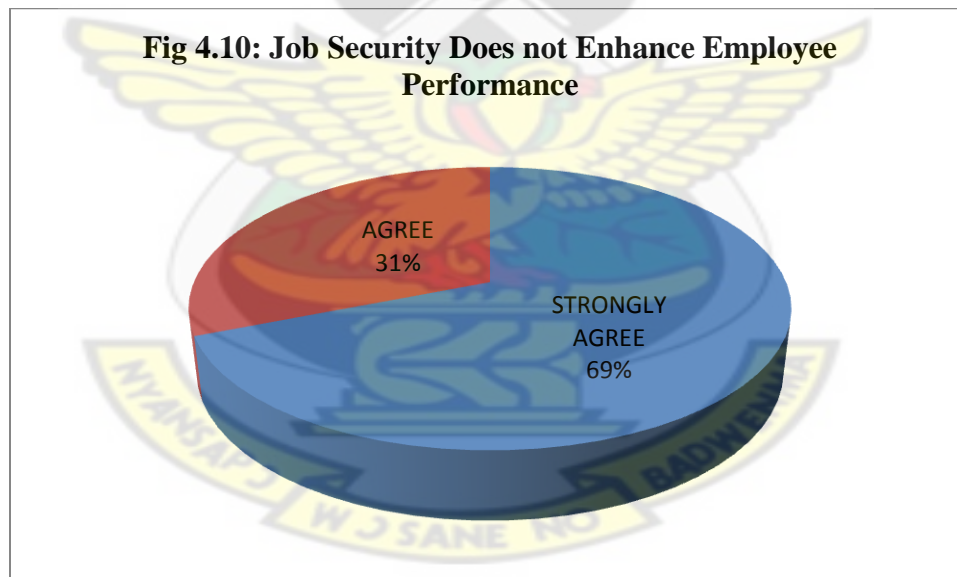
Source: Field Survey, July 2012

Job Security

Most employees in various organisations believe that one of the most important things to look out for in their present jobs is security and therefore attach utmost importance to it.

Respondents, concerning the issue of job security as motivational factor not enhancing performance, had 69% of them strongly disagreeing to this assertion. Their reason being that, in the work place, they need stability, dependency, protection, freedom from fear and anxiety, to be able to give off their optimum best to enhance performance. The remaining 31% of the respondents in support of what their colleagues said also disagreed with the assertion.

The finding corroborates with Maslow's (1970) safety needs in the hierarchy. This he said in the work setting translates into a need for at least a minimal degree of employment security; and the assurance that we cannot be dismissed or sacked for irrelevant reasons and that appropriate levels of effort and productivity will ensure continued employment.

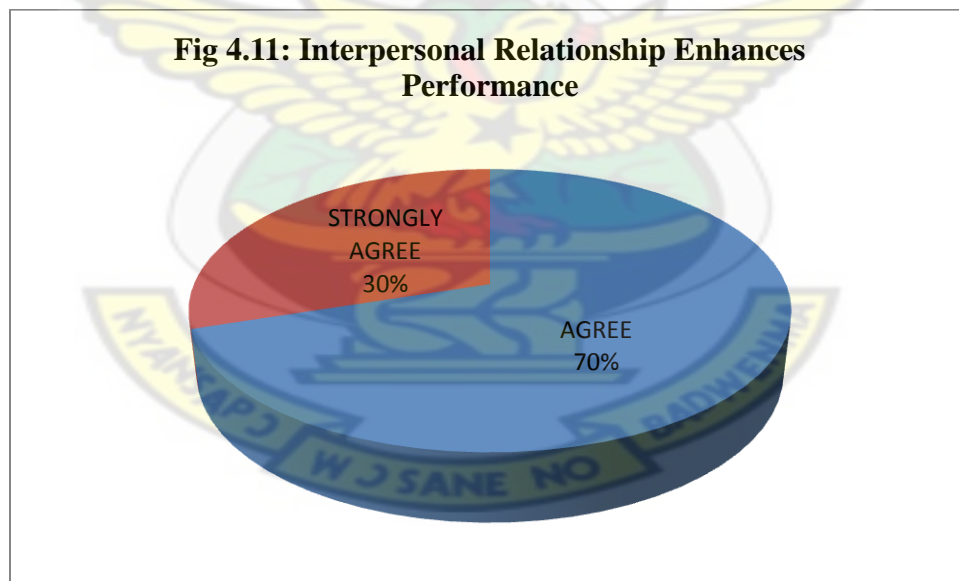


Source: Field Survey, July 2012

Interpersonal Relationship

Data collected from the field on the scenario interpersonal relationship as a motivational factor does not improve employee performance; an overwhelming majority of the total respondents representing 70% strongly disagreed to the assertion stating that human beings are gregarious creatures, and as such have a need to belong. In the workplace the only way they can achieve that is to be able to interact very well with coworkers and create that rapport to be able to work collaboratively with these colleagues.

Thirty per cent showing that they were in support of what their colleagues said also disagreed to the assertion. Figure 4.6 shows the trend to the scenario.



Source: Field Survey, July 2012

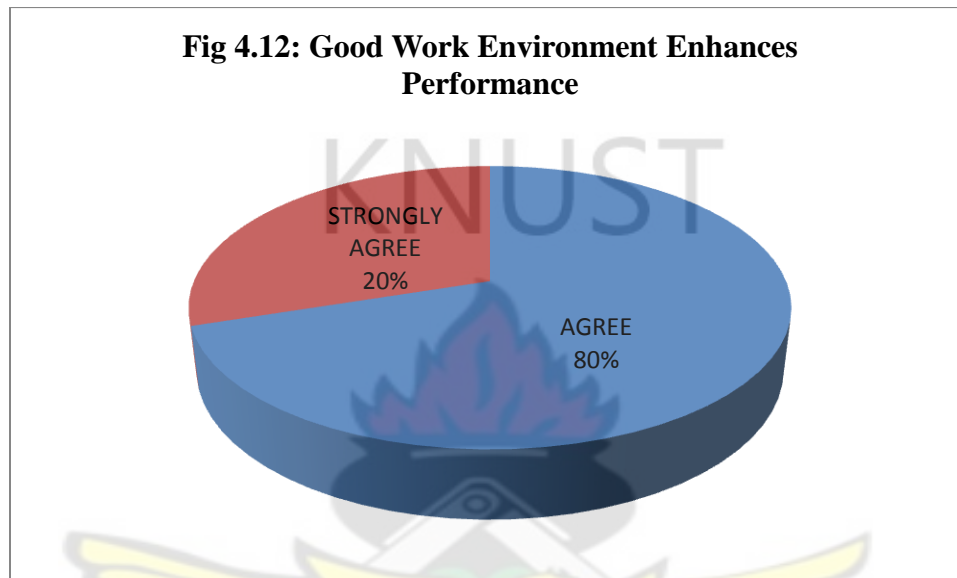
This revelation of the study buttresses Alderfer's (1972) ERG theory and specifically the relatedness needs which he referred to as the quest for people to maintain interpersonal relationship with other people, family members, colleagues, bosses, and subordinates. At Guaranty Trust Bank employees satisfy this need by sharing thoughts and feeling with management and co workers. The same finding also matches with Maslow's social/love need and the external component of his esteem needs.

Recent studies have shown that, employees have now become more particular about the environment in which they work. An indication of this reflected in the survey conducted, when 80% of the total respondents who participated in the research strongly agreed to it and made it emphatically clear that, working in an office where employees do not have enough space or cramped in a "sardine can", no good furniture making sitting for a long time uncomfortable, inadequate space, inconsistent office supplies and poor room temperature inhibits maximum performance.

The remaining 20% did not object to it rather, threw their weight behind them indicating they were also in support of it. The trend figure 4.12 exhibits.

This finding from the study confirms Worman's (2008) revelation of a recent industry research that showed how inaccurate results can be. The study sought to find out from employers what they thought motivated their people and then employees were asked to rank what really did motivate them. It came to the fore that employers felt "working condition" was a nine (next to last) in terms of importance. Employees differed ranking it number two

an indication that good working environment were of utmost importance to the way employees feel about where they work.



Source: Field Survey, July 2012

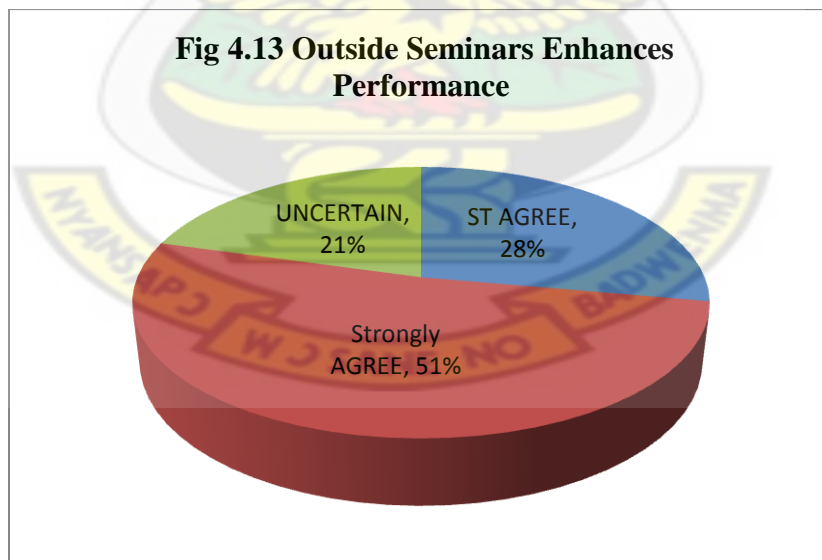
Out Side Seminars

Outside seminars is sponsoring an employee to attend a seminar in relation to the job. They are a stimulating break. Because outside seminars are not always cost efficient for most organisations, they consider on-site seminars or workshops for their staff, and rather use outside seminars as a contest prize for one or two people. They set up a structured plan for those seminar attendees to briefly recreate the seminar to the rest of the employees when they return. Now everyone gets educated for the price of one. When quizzed as to how this as a motivational factor will help employees maximise performance, 51% of the total respondents

strongly agreed as everybody will crave to be the selected one which, also demands that you work hard to catch the eyes of judges who happen to be colleagues. Twenty- eight per cent were in support of that, with 21% being uncertain about the whole scenario. The perception made clear on figure 4.13.

This implied that workers at Guaranty Trust Bank believes that it is good to have in house training and seminars but outside seminars serves a source of motivation for their performance. It gives them the external exposure and a common platform to interact with colleagues with the same level of intellect and share objectives in life.

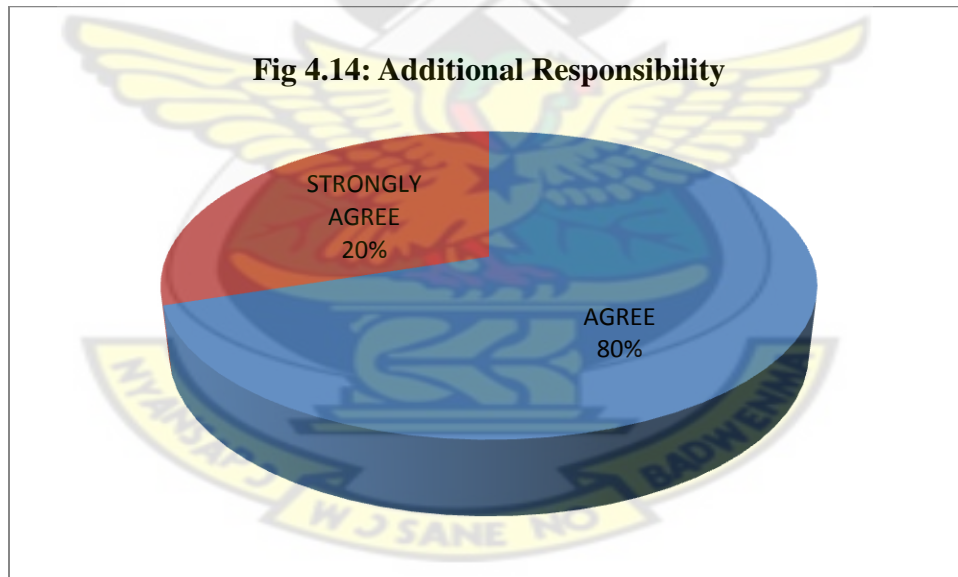
This revelation can be linked to that of Worman's (2008) observation in his article twenty ways to motivate employees without raising their pay, that outside seminars are mind refreshing break necessary for employees, the challenge is that most organisation perceive it not to be cost efficient and mostly see it as a contest prize to reward hardwork.



Source: Field Survey, July 2012

Additional Responsibility

Data collected during the field survey interpreted and analysed discovered shockingly a majority 67 respondents representing 80% of the total population were of the opinion that given additional responsibility to handle aside their usual commitments and job description will boost their morale to give off their best which will inevitably lead to increased performance. The reason for such an opinion was that it informs management how committed and dedicated they are to their job and has the potential to take responsibility for their actions all in the interest of ensuring the growth of the business. The 20% left only joined the chorus by strongly agreeing to it. Figure 4.14 captured the trend for simple understanding



Source: Field Survey, July 2012

The results obtained from the analysis shows that the staff of Guaranty Trust Bank believes in being responsible and circumspect in their field of endeavour to help the company achieve the feat or height it wants to attain. Support from literature reviewed emphasises that in every organisation there are responsible and exceptional employees who are begging and craving for and can competently handle additional responsibility (Worman, 2008). This shows a very impressive and positive attitude. The job of management in such circumstances is to wittingly identify who they are and if possible match responsibilities to their strengths and desires.

4.7 RELEVANCE OF MOTIVATION TO EMPLOYEE PERFORMANCE

Section E of the questionnaire sought the general view of respondents on the importance of motivating employees.

Table 4.5: Respondents Perception on Importance of Motivation

NUMBER	ITEM
1	High Efficiency
2	Reduce Absenteeism
3	Reduce Employee Turnover
4	Improved Corporate Image
5	Good Relations
6	Morale Improvement
7	Facilitate Initiative and Innovation
8	Reduced Wastages and Breakages

Source: Field Survey, July 2012

Table 4.5 shows respondents perception on what constitute importance of motivation. The scenarios they enumerated captured.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This section of the research report summarized the entire report bringing out the finding for each of the research questions in the same sequence as listed in chapter one. The next section dealt with conclusions drawn and recommendations for the study.

5.1 Summary of Key Findings

The study, effect of motivation on employee performance was undertaken by the researcher, with sole aim of establishing a relationship between motivation and employee performance at the workplace. The study was conducted with the workers of Guaranty Trust Bank constituting the population and a sample size of 150 drawn from it.

The mixed methodology approach thus both quantitative and qualitative designs were employed in conducting the study. The two were considered because the merits of one compensate for the weaknesses of the other. Both types are valid and useful but not mutually exclusive. The bottom line is both methods ensured a greater understanding of a population. The data collection technique was the case study method alongside the questionnaire and interview research instruments were used in collecting data.

Most of the literature reviewed by the study on motivation theory and practice concentrated on various theories regarding human nature in general and motivation in particular, failing to give anything concrete on the practical aspects of it in the workplace.

Respondents who participated in the survey were asked varied questions in relation to employee motivation; forms of motivation, individual needs of employees, employees perception about motivational factors that enhances performance and the relevance of employee motivation to an organisation.

Data collected and analysed indicated that, employees when motivated very well are able give their optimum best.

The results of the study and its interpretation revealed that;

The participants in the survey had as many (42%) between the age range of 31-40, (37%) between the age range of 21-30 and (19%) in the 51-60 this implied that to work at the bank one need to be relatively younger and no wonder they could sit behind staring at it for close more than 8 hours.

Most of the respondents about (79%) had worked with the bank for a period of 1-5years, which implied the research achieved its aim, as workers within that range were in the best position to articulate their views better concerning the issue of motivation at the bank. The remaining (18%) had barely spent a year.

Trust, respect and high expectation was seen by most of the workers thus (71%) as a form of motivation indicating that as employees they desire self respect from management and colleagues and self esteem and esteem for others whiles (29%) supported it.

Staff development was next on the scale as a total of (56%) opined that as employees craves for this need, thus being able to self realise objectives in life and continuous self development

facilitates the process becoming the entire they hope to become. The remaining (20%) and (24%) agreed and were very uncertain respectively.

Employees disclosed that bonuses motivated them to increase their performance, declaring that the bonuses come at a time when things are hard so to speak, giving them a relief.

Good accommodation was seen by (79%) of the respondents as very vital for optimum performance indicating that having a place to lay the head and house one's family gives the peace of mind to perform than to wake up every morning disorganised and not knowing where to sleep next.

Employees view on ranking of individual need disclosed that human need are not rigid, refuting Maslow's hierarchy of needs and agreed with Alderfer's ERG theory indicating that there were gaps between the staffs needs and at a point in time some were overlapping. Individual workers at the bank also took exception to the fact that they do not graduate or progress along a particular line rather unconsciously may be obsessed by a higher need, that a lower need may go unnoticed.

Employees perform at the optimum level when they are recognised and appreciated for a good job done by management charging that a pat on the shoulder means more than money to them as they feel accepted.

Fat salaries according to the employees does not motivate them to increase performance in that, they were not receiving as expected but were quick to add, money will always be a major motivator but once again cannot equal happiness.

Career advancement enhances performance as (44%) of the total respondents believed that an opportunity to advance in their work and educational quest motivates them to maximise performance in their field of endeavour.

Promotion and growth as motivational factor enhances performance as (69%) of the employees shared this opinion emphasising that money is not the ultimate but promotion is reward for improved effort, indicating a direct relationship between reward and effort.

Job security as a motivational factor enhances, with (69%) strongly agreeing to the assertion implying that stability, dependency, protection, freedom from fear and anxiety at the work place creates the platform to give off the optimum best.

Interpersonal relationship also improves performance indicating that, as human beings are gregarious in nature, and as such have the need to belong. This implied at the work place to be able to interact with co workers, sharing problems with management create the rapport to be able collaborate with colleagues.

Attending outside seminars or workshops was very key to employees as majority of them indicated it affords the platform to interact with colleagues from other banks, pick new ideas and initiatives from them and in turn share it with co workers for the common growth of the bank.

Arguably the revelation of the study, it was overwhelmingly seen as a contributing factor to increased performance in the sense that (80%) of the total population rooted for it contending aside their commitments and job description begs and craves for that they can competently handle any additional responsibility handed them by management

All these findings put together and reporting the view of employees of Guaranty Trust bank shows that indeed there is a relationship between motivation and performance at the workplace as all the variables studied pointed to the fact the way employees feel about themselves, their work and treated by management goes a long way to determine their output.

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5.2 Conclusions

Worman (2008), writing on 20 ways to motivate your employees without raising their pay asserted that “it is costly mistake to get lost in the false theory that money equals happy employees”. Believe it or leave it cash will always be a major factor in motivating people and solid compensation plan is critical to attracting and keeping employees. But the issue is that additional cash is not always the answer to the problem, and in many cases not even the best option therefore the study concludes that;

Most of the staff of Guaranty Trust bank has served the bank for a substantial number of years giving them rich experience and the ability to deliberate on motivational issues concerning their work.

The level of trust, respect and high expectation from management and colleagues is not encouraging.

Staff development policies and strategies of the bank requires review to suit individual worker needs.

Bonuses as motivational factor for employees was in the right direction except it did not commensurate with work done and needs an upward adjustment.

Good and decent accommodation for staff was encouraging as, staff believed it was the best management could under the circumstance.

Car loan policies and programmes is the best as in a space of every two years there is a review and upward adjustment to cater for the current economic trend.

The individual of the staff of Guaranty Trust Bank has undergone tremendous changes since the institution was established as their lot has improved in that sector.

The seemingly loss of one of the most cherished and envied hallmarks of employees recognition and appreciation appeared to have affected employee performance as it was low and in some cases nonexistent.

Salaries paid staff of Guaranty Trust Bank was highly inadequate considering the current economic conditions, having a negative impact on their total performance.

Career advancement and promotion at Guaranty Trust Bank was very positive and encouraging as over the years consistent and hardworking employees have risen through the ranks to their current positions.

Job security issues well catered for by management as the enabling environment has been created and employees who exhibit gross misconduct are fired based on that.

Interpersonal relationship among management and staff was very excellent.

Use of outside seminars as rewarding increased performance was nonexistent.

Additional responsibility to reward high performance is the nurturing stage and had not been that prominent.

5.3 Recommendations

The study disclosed that, motivation at Guaranty Trust Bank has undergone serious and improved changes over the years. Issues of recognition, trust, respect, job security, salaries and bonuses which affect the morale of workers to maximise performance seem to be prevalent everywhere in Ghana. Such uncomfortable condition does not encourage workers to give off their best hence low turnover.

- The study will entreat management to see the urgent need to take appropriate measures if employees of the bank are to achieve the set goals. Concrete, prudent and urgent measures be taken by management of Guaranty Trust bank to restore back hope and confidence in the system to boost the morale of staff. The commitment and dedication level of staff brings to the fore the need for the addition of employee incentive packages and other motivational strategies. In the light of the revelations of the research, measures are recommended to management to consider current and future actions to be taken in relation to motivation issues;
- The researcher will entreat management to sponsor employees who have served the bank for so many years to undertake a short course in employee motivation management to come improve the situation.
- Trust and respect should be accorded staff to create a harmonious relationship amongst them to foster collaboration.

- Staff development to enhance performance and promote self fulfilment and actualisation should be encouraged as a matter of deliberate policy.
- Bonuses due workers should be paid on time to bring a relief to them in the face of untold hardships.
- Management should do well to adopt on the spot praise as a medium for recognition and appreciation for hard work for promptness equal effectiveness.
- Management should set career advancement paths within the organisation to promote from within rather look out for talent outside.
- Job security should be of top priority to management to ensure the retention of their hardworking and experience employees.
- There should be good interpersonal relationship between management and staff to facilitate communication and the lending of assistance to colleagues who may need on.
- Management should monitor closely the attitude, lifestyle and leadership qualities of employees in the organisation who for and can handle additional responsibilities be encouraged to promote increased performance and efficiency. In doing so should identify who they are and match responsibilities to their strengths and desires.
- The management should do everything within their capacity to create a better good working environment and conducive atmosphere that can promote efficiency and enhance performance.

The researcher hopes fervently that if management makes frantic efforts and commitment to implement the aforementioned considerations, the bank will in no time become one of the top

leading private banks in Ghana. This will go a long way to enhance the corporate image and the esteem of workers.

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APPENDIX A

QUESTIONNAIRE

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY COMMONWEALTH EXECUTIVE MASTER OF BUSINESS ADMINISTRATION, CEMBA

I am Millicent Nduro, a Masters student under the supervision of Mr. Samuel Kwesi Enninful, at the Distance Learning School of KNUST, School of Business, Ghana. I would like to invite you to be part of a research study. The study entitled: **Effect of Motivation on the Performance of Workers of Guaranty Trust Bank**. The questionnaire has been designed to obtain data on the said topic. Any information given will be treated with utmost confidentiality.

Section A: Demography of Respondents

1. Sex of respondent (a) Male [] (b) Female []
2. Age of respondent (a) 20-30 [] (b) 30-40 [] (c) 40-50 [] (d) 50 and []
3. Number of years served (a) below 1 year [] (b) 1-5 years [] (c) 6 years and above []
4. Educational level (a) Secondary [] (b) Polytechnic [] (c) University []
(d) Professional []

Section B: Forms of Motivation

Please tick appropriately: (a) SA-Strongly Agree, (b) A- Agree (c) U- Uncertain, (d) SD- Strongly Disagree (d) D-Disagree

Statements	SA	A	U	SD	D
7. Trust, Respect And High Expectation					
8. Staff Development					
9. Bonuses					
10. Good and Decent accommodation					
11. Car and Rent loans					

Section C: Individual Needs

13. The following five items are employee needs at the work place propounded by Abraham Maslow. You are advised to rank according to your needs. A ranking of 1 will represent the first level of need, a ranking of 2 represent the second level of need, a ranking of 3 represented the third level of need, a ranking of 4 represent the fourth level of need and a ranking of 5 represent the fifth level of need.

A. Physiological Needs

B. Safety Needs

C. Social Needs

D. Self Esteem Needs

E. Self Actualisation Need

Section D: Motivational Factors that Increase Performance

Table 2: Has a set of motivational factors that contribute to employee performance. Tick the appropriate column.

Statements	SA	A	U	SD	D
14. Recognition and Appreciation					
15. Fat Salaries					
16. Career Advancement					
17. Good Working Environment					
18. Promotion and Growth					
19. Job Security					
20. Interpersonal Relationship					
21. Good Working Environment					
22. Outside Seminars					
23. Additional Responsibility					

Section E: Relevance of Employee Motivation

Please you are required to enumerate as much as possible why you thing motivating employees in general is relevant to an organisation

Number	Item
24	
25	
26	
27	
28	
29	
30	
31	