

## MOTIVATION: IT EFFECT ON BANK'S STAFF PERFORMANCE

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### **Abstract**

It is possible that people cannot be “Motivated”? This is certainly not a pleasant question to ponder, especially for the managers confronted with mounting problems of high employee turnover, low productivity, and poor morale. The need to increase productivity and efficiency in the work place of any organization has led to increasing academic interest in the area of motivation over the years. Scholars have been keenly interested in knowing what factors are responsible for stimulating the will to work. Thus motivation has become an issue of concern for both scholars and business organization. This study investigated the effect of motivation on bank's staff performance. A biographical and Work Motivation Questionnaire was administered to respondents which comprises of the staff of First bank of Nigeria Plc in Ijebu-Ode and suburb, Ogun State, Nigeria and well as their clients. Three hypotheses were tested using chi-square and smart art graphics. The results revealed that salary increment has the largest influence on staff performance which is followed by job promotion and self-actualization. These three factors enhanced high level of bank's staff performance in an effective and efficient manner in other for the bank to achieve maximum level of productivity. Also 87% of the respondents attested the existence of cordial relationship between the staff and employees of First bank of Nigeria Plc. Based on the finding of the study; it was recommended among others that an increase in welfare schemes and recreational facilities is inevitable if the desire of the bank is to increase their level of productivity. Future research on the latter issues could

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yield interesting insights into the different factors that motivate employees. Notwithstanding the insights derived from the current research, results need to be interpreted with caution since a convenience sample was used, thereby restricting the generalisability to the wider population.

**Keywords:** salary increment, self-actualization, job promotion, staff performance, motivation.

## 1.0 Introduction

The concept of motivation is complex, but can and should be understood. Humans have basic physiological needs that must be satisfied, but these are supplemented by other numerous biosocial and culturally derived needs. The individual's actual movement to satisfy his needs depend not only on their state of readiness within himself but also on the objective situation in which he moves (i.e. the fields containing other actors) together with his perception of the situation which is in turn influenced by his own past experience success or failures in finding satisfaction.

In the business environments, exchanging time for money may take care of a few of the worker's important needs, but it does nothing for those either "higher" needs such as sense of competence, recognition, fulfillment of ones' intellectual ability and so on, that emerge after he has achieved a minimum amount of security. But the work must be performed in any case, and its failure to fulfill these higher needs result in frustration, antagonism, indolence, and malingering.

Banking has become an increasingly technology driven service industry as it seeks more efficient and effective ways of rendering quality customer oriented services. It is on this note that First Bank of Nigeria Plc. introduced strategic planning as a way forward in increasing their patronage. Furthermore, the economic depression in the country has made banking habit to be less appealing and attractive to the general public. In view of this and coupled with the dynamic nature of the industry and also with the desire of the management teams to gain a favourable and viable competitive edge, banks are highly

embracing the idea of motivating their staffs to perform up to expectation as it of paramount importance to successful banking operation in Nigeria and the world over.

First Bank of Nigeria Plc. is a customers oriented and progressive financial institution offering quality services nationwide and internationally through competent and dedicated professional using modern technology to obtain high returns on shareholders investments and achieving a position of pre- eminence in the industry while creating long term good will with its numerous shareholders and remaining a socially responsible corporate citizen.

Lack of efficient motivation in respect to the banking industry in recent trend of the required quality and quantity (caliber) of staff to meet it organization goals has led to the major cause of this research in other to find out some reasonable solution to such problems.

### 1.1 Objectives of the Research

The objectives of this study are three which are inculcated in the hypothesis stated below:

1. To establish how hierarchical arrangement of staff's need lead to job satisfaction to improve job performance
2. To ascertain the impact of Promotion as a form of motivational factors on staff performance
3. To establish the effect of Salary increment and other emolument contribute to increase in employee's productivity to the organizational goal.

### 2.0 Literature Review and Previous Studies

#### 2.1 Employees Reward

Increasingly, organizations are realizing that they have to establish an equitable balance between the employee's contribution to the organization and the organization's contribution to the employee. Establishing this balance is one of the main reasons to reward employees. Organizations that follow a strategic approach to creating this balance focus on the three main components of a reward system, which includes, *compensation*,

*benefits and recognition*. Puwanenthiren( 2011). Studies that have been conducted on the topic indicates that the most common problem in organizations today is that they miss the important component of reward, which is the low-cost, high-return ingredient to a well-balanced reward system. *Most successful managers however have learned by experience that people are very responsive to praise and encouragement, expressed not only in their work in order to give their best effort to the organization.* A key focus of recognition is to make employees feel appreciated and valued. Research has proven that employees who get recognized tend to have higher self-esteem, more confidence, more willingness to take on new challenges and more eagerness to be innovative. Puwanenthiren *et al* study investigated whether rewards and recognition has an impact on employee motivation. Ukaejiofo (2013) recognizes these Key factors: Goals and ambitions, Recognition Achievement, The need for success as an important role of management to help make work more satisfying and rewarding for employees and to make employees' motivation consistent with organizational objectives. With the diversity of contemporary workplaces, this is a complex task. Ukaejiofo *et al* also describe the Motivational techniques as : Team-building, Training Enhanced communication, Targets, rewards and incentives, Encouraging participation, Job enrichment , Quality of working life programs, Checking system for equity, Money, Recognising individual differences.

Long with perception, personality, attitudes, and learning, motivation is a very important part of understanding behaviour. Luthans (1998) asserts that motivation should not be thought of as the only explanation of behaviour, once it interacts; saying that, "the ultimate test of organizational success is the ability to create values sufficient to compensate for the burdens imposed upon resources contributed." The following strategies are used for motivation as organizational commitment: **Salary, Wages and Conditions of Service**. Aluko (1976) used the Self Perceived Task Relevant Abilities Inventory (SPART) to establish a similar relationship between self – concept and achievement. He finds both to be positively related using academic scores as a measure of achievement. Hence, his research work is carried out to justify the relationship of

motivation of staff with their motive and self – concept toward the performance of their duties to aids maximum organizational goals.

An intrinsically motivated individual, according to Ajila (1997) will be committed to his work to the extent to which the job inherently contains tasks that are rewarding to him or her. And an extrinsically motivated person will be committed to the extent that he can gain or receive external rewards for his or her job. He further suggested that for an individual to be motivated in a work situation there must be a need, which the individual would have to perceive a possibility of satisfying through some reward. If the reward is intrinsic to the job, such desire or motivation is intrinsic. But, if the reward is described as external to the job, the motivation is described as extrinsic. Good remuneration has been found over the years to be one of the policies the organization can adopt to increase their workers performance and thereby increase the organizations productivity. Also, with the present global economic trend, most employers of labour have realized the fact that for their organizations to compete favorably, the performance of their employees goes a long way in determining their predetermined goals. So many people have carried out researches in this area, some of which are Oloko (1977), Kayode (1973), Egwuridi (1981), Nwachukwu (1994), Ajila (1997). The performance of workers has become important due to the increasing concern of human resources and personnel experts about the level of output obtained from workers due to poor remuneration. This attitude is also a social concern and is very important to identify problems that are obtained in industrial settings due to non-challant attitudes of managers to manage their workers by rewarding them well to maximize their productivity. All efforts must be geared towards developing workers interest in their job so as to make them happy in giving their best to their work, this will ensure industrial harmony. In view of this, this study attempts to identify the influence that rewards have on workers performance in order to address problems arising from motivational approaches in organizational settings. For some reasons, most organizations use rewards external to the job in influencing their workers. Vroom (1964), supported the assumption that workers tend to perform more effectively if there wages are related to performance which is not based on personal bias or prejudice, but on

objective evaluation of an employees merit. Though several techniques of measuring job performance have been developed, in general the specific technique chosen varies with the type of work

## 2.2 Performance Appraisal

The performance appraisal system start in practiced mainly in the 1940s and with the help of this system, merit rating was used for the first time near the Second World War as a method of justifying an employee's wages (Lillian & Sitati,2011).There has been large number of researches in past several decades on performance appraisal (Bretz, Milkovich& Read, 1992; Fisher, 1989). Performance appraisal sounds simple but researches tell us that it is commonly used in performance feedback and identify individual employee's strengths and weaknesses Ruddin, (2005). The use of performance appraisal system by business and industry has been counted between 74 to 89 percent (Murphy & Cleveland,1991). Performance appraisal systems are used for different purposes in which include Human resource decisions, evaluation and feedback (Cleveland, Murphy & Williams, 1989). Different work that was dominated by psychologists that concentrated on the psychometric characteristics of appraisal for supervisors in their performance evaluation (Milkovich& Wigor,1991). Psychologist focused on employee's reaction to appraisal and sharedview in which performance appraisal take place (Levy, 2000; Levy & Williams, 2004). Nasud argued that evaluation structure is important tool that recover the value of employees performance (Nasud, 1999). Performance appraisal establishes reward system that will combine the effort of leaders and the worker of organization to the commongoals of their organizations (Cleveland, Murphy, &William, 1989). For achieving high performance goal of organization performance appraisal is very important component of human resource management. The information gathered and performance appraisal provide basis for recruitment and selection, training and development of existing staff, and motivating and maintaining a quality human resource through correct and proper rewarding of their performance (Lillian, Mathooko, &Sitati ,2011). Performance appraisal is often including

performance management system. Performance management systems manage and align all the organization, resources in order to achieve the highest possible performance (Martin, 1998). (McMaster, 1994; Williams, 2002) argued that performance management involves determining the strategic objective, establishing team goals, a plan of performance developed, analyzing the performance (by using appraisal system) identified need of development and assigning rewards. Puwanenthiren (2011); Performance appraisal can be seen as a discrete, formal, organisationally sanctioned event, usually not occurring more frequently than once or twice a year, which has clearly stated performance dimensions and/or criteria that are used in the evaluation process. Also, it can be viewed as an evaluation process, in that quantitative scores are often assigned based on the judged level of the employee's job performance on the dimensions or criteria used, and the scores are shared with the employee being evaluated. (Oshode, Alade, Kingsley and Arogundade 2014).

The different techniques used for performance appraisal can be divided into traditional and non-traditional forms. The traditional form of appraisal is also known as "Free Form Method" it is just involved in the overseeing and description of employee performance by his boss or superior (IJBMR, 2012). From the last few years the non-traditional form of appraisal is common in practices (Coens and Jenkins, 2000; Lawler, 2000). (Dorfman, 1986; Locke & Latham, 1984; Latham & Wexley, 1981) Mostly these techniques are used throughout the world for appraisal methods.

1. Assessment center
2. Behaviorally anchored rating scales (BARS)
3. Human resource accounting method
4. 360 Degree Performance Appraisals
5. Management by objectives (MBO).

### 3.0 Theoretical Framework

This study shall provide the reader with a theoretical framework of motivation in organization in general. Various theories have been propounded to explain the role of motivation at work places. These are discussed below.

### 3.1 McClelland's Achievement Motivation Theory

This theory envisages that a person has three basic motivational needs but people differ in degree in which the various needs influence their behaviour. These needs are classified as follows:

#### Need for Power

It has been observed that people with a high need for power have great conceive with exercise influence and control. Such individuals generally are seeking position of leadership.

#### Need for Affiliation

Individual with a high need for affiliation usually derive pleasure from being loved to avoid the pain of being rejected by a social group.

#### Need for achievement

People with a high level for achievements have an increase desire or success and also equal intense fear or failure.

### 3.2 Goal Setting Theory of Motivation

This theory was developed by (Murry& Stephen 1979) it states that motivation and performance are higher when individuals set specific goal. When goals are difficult but accepted and when there is feedback on performance. Participation in goal setting is important as a means of setting agreement to the setting of higher goals. (Sambo and Mantami1984) observed that as long as goals are agreed upon, demanding goals lead to better performance than easy ones. Thus, this theory is in line with the concept of Management by Objective (MBO).

### 3.3 Equity Theory



This theory is concerned with the perceptions people have about how they are being treated as compared with others. Motivation has its influence by an individual's subjective judgment about fairness of the reward he/she gets in relative to the input (which include factors such as effort, experience, and educational qualification) compared with the reward of others. If people feel that they are inequitably rewarded, they may be dissatisfied; they may reduce the quality and quantity of output or they may even leave the organization. If people perceive the reward as equitable, they will probably continue at the same level of output. However, if the rewards are perceived to be greater they may work harder. The major problem here is that people may overestimate their contributions and the rewards others receive.

### 3.4 Maslow Hierarchy of Needs Theory

This theory was propounded by an organization psychologist in 1943; Abraham Maslow (The Self-actualizing man), who saw human beings in the form of a hierarchy ascending from the lowest to the highest. He concluded that when one set of need is satisfied, it ceases to be a motivator, Maslow hierarchy of need is as follows.

- ✓ **Psychological:** This is the need for food, air, cloth, sex etc. This is a basic need that everyone craves for without which life ceases.
- ✓ **Safety:** This is the need for protection against harm, danger, threats, fear and deprivation
- ✓ **Social:** The need for affection, love and acceptance. It is a well-known fact that everyone wants to be loved, accepted and wanted.
- ✓ **Esteem or ego:** That is the need to a stable and high evaluation of one's self. It also includes the need for self-respect, the desire for status, prestige, recognition, appreciation and respect from fellow human beings and personal satisfaction from one's achievement.
- ✓ **Self-fulfillment/Actualization:** This is the need to develop potentials and skills to become what one believes he/she is capable of. This theory states that when a lower need is satisfied, the next highest need becomes dominant and the

individual's attention is turned to satisfying the higher need. However, the need for self-fulfillment can never be satisfied, because man is an insatiable being. This theory believes that the need for esteem and self-fulfillment provide the greatest impetus to motivation.



**Fig. 3.4.1:** Maslow Hierarchy of Needs Theory (Model of Motivation)

**Source:** Author's Conceptualization

### 3.5 Douglas McGregor's (Theory of X and Theory Y)

Theory X and Y are two sets of assumptions about the nature of human beings.

#### The theory X Assumptions

- ✓ The average human being has inherent dislike for work and will always seek to avoid it if possible.
- ✓ Sequel to the above most people must be concerned. Controlled, directed and threatened with punishment to get them to put adequate efforts to the achievement of organizational goals and objectives.
- ✓ The average human being prefers to be directed, wishes to avoid responsibility, and has relatively little ambition and want security above all.

#### Theory Y Assumption

- ✓ The expenditure of physical and mental effort in work is as natural as play or rest.
- ✓ External control and the threat of punishment are not the only means for producing effort towards organizational objectives. People will exercise self-direction and control in the services of objectives to which they are committed.
- ✓ The degree of commitment to objectives is in proportion to the size of the rewards associated with their achievement.
- ✓ That average human being leaves under proper condition, not only to accept responsibility but also seek it.
- ✓ The capacity to exercise a relatively high degree of imagination, ingenuity and creativity in the solution of organizational problems is widely not narrowly distributed in the population
- ✓ Under the conditions of modern industrial life, the intellectual potentials of the average human beings are only partially utilized.

### 3.6 Frederick Herzberg (The “Two Factor Theory”)

Herzberg theory (1966) is one of the most stimulating and controversial theories of human proposed recent years. The two-factor theory formulated by Herzberg includes theory of motivation, which state that job dissatisfaction and job satisfaction are produced by separate sets of factors. *The first* set of factor is physical working conditions, company policy and administration, interpersonal relations, supervision and salary. These factors he called ‘Hygiene or maintenance factors’, if these factors are absent in a job, there will be job dissatisfaction. However their presence does not mean that there will be job satisfaction. This is because job satisfaction is caused by a separate set of factors, which relate to the content or nature of the job itself. *The second* set of factors he called ‘Motivators’ or ‘Satisfaction’ includes: achievement, recognition, the work itself, responsibility and opportunity for achievement and growth on the job.

Herzberg concluded that the absence of ‘motivators’ would not cause job dissatisfaction. On the other hand, improvements in maintenance of hygiene factors’ would not bring

about job satisfaction. This is because each condition is produced by a separate set of factors. Finally, he suggested that management should improve the hygiene factors, which affect the environment or context of the job in order to remedy and prevent job dissatisfaction. In addition management should include 'motivator' in the content of every job in order to increase job satisfaction.

### 3.7 Alderfer's Existence Relatedness and Growth Theory

More recently Alderfer (1969, 1972) proposed as alternative to Maslow's theory in which he related need satisfaction to the strength of the need desire. His theory is based on a three-fold conceptualization of human needs; existence, relatedness and growth(ERG). Existence needs include all various forms of material and physiological desires. Relatedness needs include all the needs which involve relationship with significant to other people. Growth needs include all the needs, which involve a person making creative or productive efforts of him and the environment.

In summary ERG theory can be put in four statement and these affect motivation unlike Maslow which assume lower level satisfaction as a pre-requisite for the emergence of higher order needs

- i If a particular higher order need is not satisfied the more that need Is desire
- ii If a particular higher-order need is not satisfied strength of desire for lower order need increase
- iii The more a particular need is satisfied the more it is decreased
- iv The more a particular lower order need is satisfied the higher order need is desired.



**Table 3.7.1:** A Content Theory Model of Motivation

**Source:** Author's Conceptualization

### 3.8 Vroom's Theory

The theory recognizes the importance of individual needs and motivation. It acknowledges the fact that individuals have personal goals, which can be harmonized. This theory assumed that value varies between individuals at different times and in different places. For instance, the value people place to money in Nigerian many not be the same in the United Kingdom.

### 4.0 Non-financial Incentives

The non-financial motivators give personal satisfaction to the individual. It is a reward which gives inner joy to the individual but cannot be measured and qualified terms of money. The following constitute non-financial motivation:

- Promotion
- Objective setting and appraisal
- Job security
- Increased responsibilities
- Authority and Accountability

- Job enrichment
- Understanding the subordinates goals
- Full appreciation for work done
- The loyalty of management to workers
- Sympathetic understanding of their personal problems
- Tactful discipline
- Good and favorable company policy
- Good and favorable working conditions

These are factors that motivate today's workforce to higher performance as money does not motivate all employees neither does it motivate under all conditions and at all times.

#### 4.1 Implications on Staff Performance

Motivation is a force which activates dormant energies and sets in motion the action of the people. It is the function that rekindles a burning passion for action among the workforce in an organization. For motion to succeed, care must be taken to motivate using the tools of promotion, praise, prestige and pay. Obisi (1996,) According to Obisi (1996),For motivational tools to succeed, it must be dynamic, motivational techniques which are not flexible are dangerous and counter-productive. Organizations must and should not forget that a satisfied need is no longer a motivator of behavior. Environmental and organizational and even individual changes should not be forgotten while organizing and implementing motivational tools. He says further that when the workforce is adequately motivated, the organization derives some benefits and advantages which are reflected in:

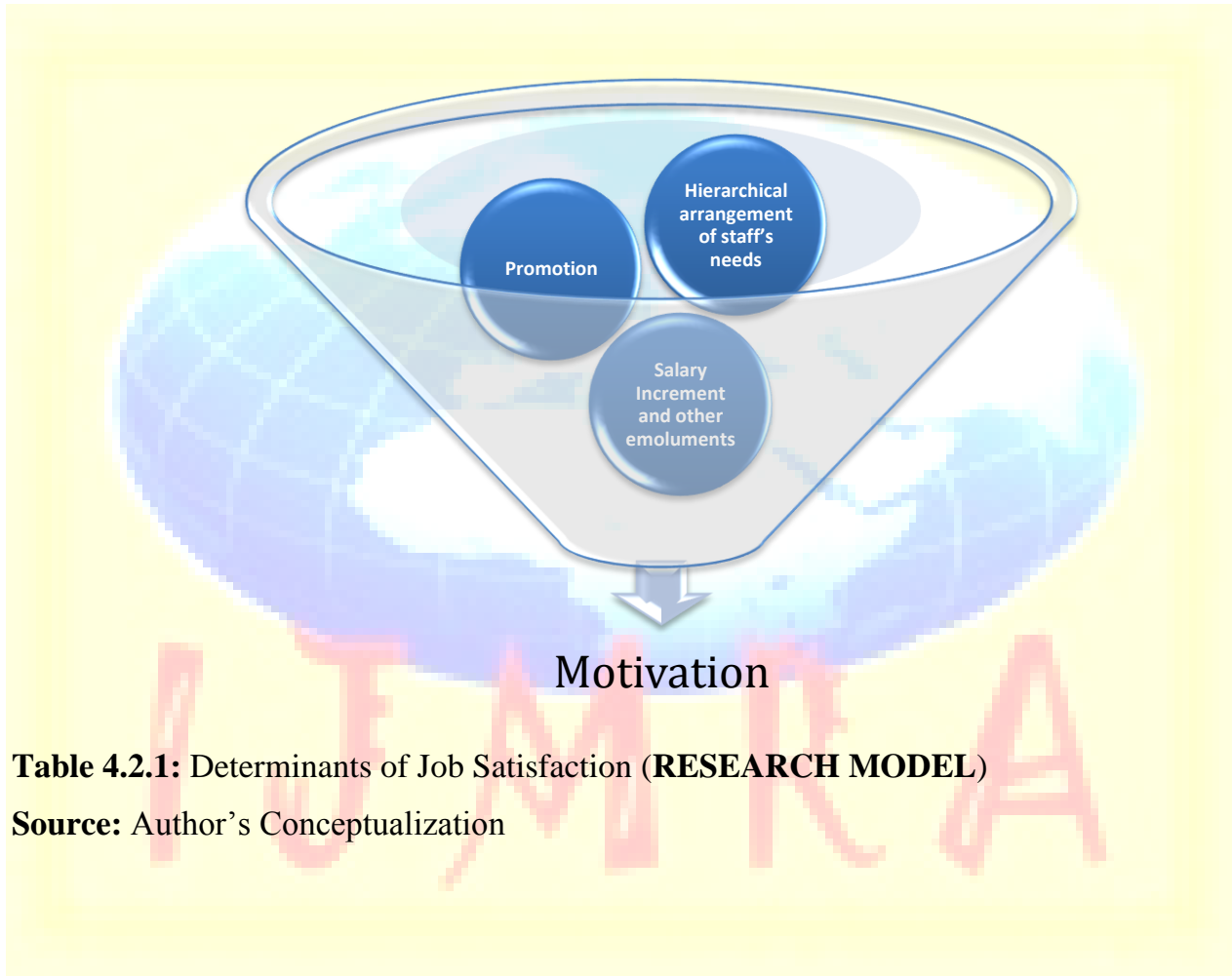
- Enhanced individual and organizational growth
- Enhanced quality
- Improved safety
- Enhanced group dynamism
- Enhanced good labour management relations

- Improved productivity and performance

#### 4.2 Determinants of Job Satisfaction

Many factors have been identified as determinants of job satisfaction. They include:

- Hierarchical arrangement of staff's needs
- Promotion
- Salary increment and other emolument



**Table 4.2.1:** Determinants of Job Satisfaction (**RESEARCH MODEL**)

**Source:** Author's Conceptualization

### 4.3 Consequences of Job Dissatisfaction

A de-motivated or de-satisfied workforce exhibits negative tendencies which are in the form of:

- ❖ Absenteeism
- ❖ Reduced productivity
- ❖ Labour turn over

### 5.0 Instrument

A structured questionnaire designed by the researcher Chi-square validated ( $X^2$ ) was used for the study. There are two sections: Section A was on socio-demography characteristics that exist between the bank and the customers as well as the motivational factors that boost their moral to work effectively in an efficient manner. Section B was used to find out the range of job satisfaction derived by the bank's customer.

### 5.1 Research Hypotheses

#### *Hypothesis I*

H<sup>0</sup>: Hierarchical arrangement of staff's needs do not have significant effects on job satisfaction and cordial relationship with bank's clients.

H<sup>1</sup>: Hierarchical arrangement of staff's needs have significant effects on job satisfaction and cordial relationship with bank's clients.

#### *Hypothesis II*

H<sup>0</sup>: Promotion as a means of motivation does not have significant impact on bank's staff performance

H<sup>1</sup>: Promotion as a means of motivation has significant impact on bank's staff performance

#### *Hypothesis III*

H<sup>0</sup>: Salary increment and other emolument as a form on incentives do not contribute to increase employees' productivity to the organizational goal.



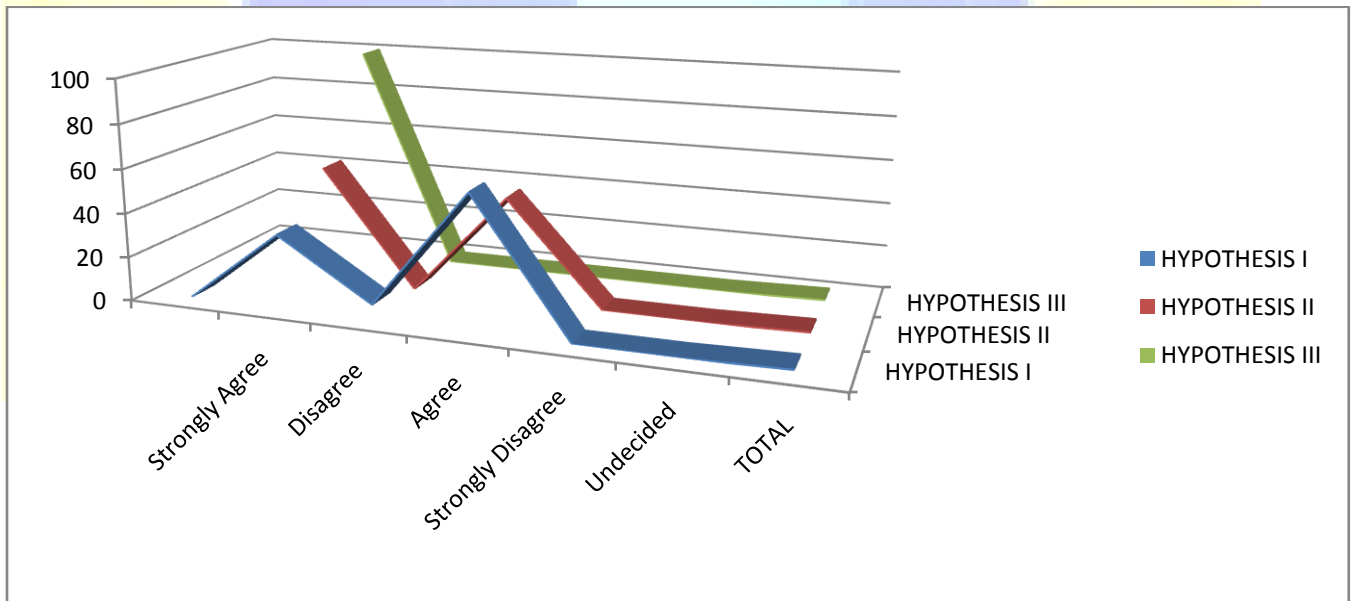
H<sup>1</sup>: Salary increment and other emolument as a form on incentives contribute to increase employees’ productivity to the organizational goal.

### 5.2 Data Analysis and Interpretation of Findings

**Table 5.1: Trend Analysis of the Respondents in Percentage**

ALTERNATIVE	HYPOTHESIS I	HYPOTHESIS II	HYPOTHESIS III
	Percentage of respondents (%)		
Strongly Agree	33.3	53.3	100
Disagree	6.7	-	-
Agree	60	46.7	-
Strongly Disagree	-	-	-
Undecided	-	-	-
<b>TOTAL</b>	100%	100%	100%

Source: Authors’ Computation using e-View Statistical Package



**Fig. 5.2: A Line Graph showing the Trend Analysis of the Respondents in Percentage**

Source: Authors’ Computation using e-View Statistical Package

### 5.3 Interpretation of Findings

All in all, the view of the respondents supported the fact that motivation of staff as well bank clients brings appreciable positive change in the overall performance of the bank. The three hypotheses has been validated with the rejection of the Null hypotheses when calculated value  $X^2_c$  exceed tabulated value  $X^2_t$  with 6.4 to 5.991, 18.6 to 9.488 and 15.0 to 3.841 at the degree of freedom (df) = 4 and the level of significance  $\alpha = 0.05$  respectively. This was so because 93.3% of the respondents agreed that hierarchical arrangement of staff's need lead to job satisfaction and cordial relationship with the bank's client while all the respondents affirmed that promotion as a means on motivation aids them to work harder as well as salary increment and other emoluments. But in all, the results revealed that salary increment has the largest influence on staff performance which is followed by job promotion and self-actualization. These three factors enhanced high level of bank's staff performance in an effective and efficient manner in other for the bank to achieve maximum level of productivity.

### 5.4 Recommendation

In other to achieve much more, competitive, aggressive and efficient banking in the country having examined the effect on motivation on Bank's staff performance, the recommendations listed below will be needed to be embraced by First Bank of Nigeria Plc and any organization who are goal oriented.

1. Going by the result derived from the first hypothesis, the bank should endeavor to meet the needs of staffs according to how they are arranged hierarchically by Abraham Maslow theory that is Physiological needs which includes the need for food, sex, clothing and shelter etc. followed by safety and security needs, social needs, esteem or ego need and self-actualization
2. Apart from the above mentioned needs, cognitive needs and aesthetic needs of the staffs should also be met that is people want to be recognize, to be highly informed and also they desire for something beautiful, to love and be loved by others.

3. The staffs of First Bank of Nigeria Plc should be provided suitable working environment.
4. They are to be provided update equipment facilities, proper and regular training and adequate promotion is to be given to qualified staff when need arises.
5. There should be fair remuneration for services rendered by employees i.e. pay should be fair and satisfactory to both employees and management.
6. In the bank, there should be equity that is the need for fairness, kindness and justice in business in order to encourage loyalty and team spirit.
7. Initiative or self-actualization is another major means of encouraging employee that is all employee's should be encourage and rewarded for the use of initiative and creative ability as demonstrated in their ability to think out a plan and ensure its success.
8. The bank should focus more on engaging in the following motivational mix in other to attract the patronage of customers this include:
  - Sale promotion
  - Personal selling
  - Publicity
  - Public relation
  - Marketing and advertisement.
9. The bank should note that the reactions of individuals to need fulfillment or lack of fulfillment will differ. Hence, the more we get to know the people around us, the better we will be able to understand their needs and what will motivate them.
10. Lastly, for the First Bank of Nigeria Plc to operate more efficiently in the very competitive banking industry, there in need to note that humanization of technology, organization structure and job design using the principle of job enlargement, decentralization, loose organization, human emphasis, flexible procedures, open and multidirectional channels of communication, positive environment management by objectives, participative management, peoples'

orientation, suggestion schemes, joints consultation etc. will lead to high level of performance of staffers. More also, an increase in welfare schemes and recreational facilities is inevitable that is, cannot be relegated if the desire of the bank is to increase their level of productivities.

#### 5.4 Conclusion

Motivation is a driven force that leads and directed a person toward some specific goals. But when motivation is found thus failing, management's response may not be to throw out the carrot and stick theory approach but to conclude either:

- a. That work is inherently irksome and new and more interesting carrots are required, or
- b. That workers are a shiftless and lazy, hence stronger sticks are required.

The first conclusion, of course, has not solved the problem, while the second is self – validating and defeatist, and leads to more controls, more resentment, and more “shiftless” behaviour.

*What can be done?*

The devise of the motivator fraternity shows a remarkable unanimity and with some minor injustice to the subtlety of individual perception and diagnosis can be summarized in the following three counsels.

- i. Enlarge or enrich job to make the work more interesting by restoring challenges and the potential for achievement satisfactions. Employees will be motivated to perform well on these tasks that in themselves worth doing.
- ii. Institute training to modify supervisory style. Supervisors are encouraged to be employee – centered and to assist workers in defining and reaching their job goals. They should acts as friendly helper rather than as policemen.
- iii. Foster employee “participation” by encouraging workers to take part in their decision process.

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