

**AN ANALYSIS OF THE RELATIONSHIP BETWEEN
MOTIVATIONAL INDUCEMENTS AND EMPLOYEE
PERFORMANCE IN THE BANKING INDUSTRY: A STUDY OF
STANDARD TRUST BANK NIGERIA LIMITED, ZARIA BRANCH**

BY

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CERTIFICATION

This is to certify that this project titled: “An Analysis of Relationship of Motivational Inducements and employee Performance in the Banking Industry: A Study of Standard Trust Bank Nigeria Limited, Zaria Branch,” by Umar, Baba Sheima’u, meets the partial regulations, governing the award of degree of Master in Business Administration (MBA) of Ahmadu Bello University, Zaria, and it is therefore, approved for its contributions to knowledge and literary presentation.

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DECLARATION

I UMAR, Baba Sheima'u do hereby declared that this research project has been carried out in its entirety by me under the Supervisor of Dr. S. Abdullahi, Department of Business Administration, Ahmadu Bello University, Zaria.

I also do hereby declare that I neither copied any other person(s) works no has anyone else conducted the research on my behalf.

Authors whose works were consulted in the course of this study have been duly acknowledged.

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Dr. S. Abdullahi
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Date

DEDICATION

This research work is dedicated to my family: Jawad Jawahir and Halim.

ACKNOWLEDGEMENT

Alhamdulillah who has made this programme a successful one. This project would not have been successful without the efforts and suggestions of my Supervisor, Dr. Sani Abdullahi, to him I owe a lot of gratitude.

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ABSTRACT

The psychology of motivation is tremendously complex and one may be asked what it takes to motivate an employee in an industry in a developing economy like ours. The answer is embedded not only in the individual organisations disposition towards the employee's needs and aspiration but also the employee's inherent attributes with regards to the internally generated drive from self-motivation.

Motivational programmes and initiatives try to propel employees to higher productivity. The work environment too has to be taken cognisance of in increasing employees performance. In view of this the motivation of employees require an all inclusive plan in all motivational ramifications and the proper implementation of such to ensure an effective and efficient attainment of organisational goals.

It is with this in hindsight that the researcher decided to delve into this fundamental aspect of work performance relationship.

With the large scale, low level of capacity utilisation in the productive/serve oriented sectors of the economy, it became imperative to embark on an academic discourse of this nature to ascertain the course(s) responsible for this malady and proffer solutions to stem this tide.

A reasonably quantity of literature was reviewed in the course of this research project. The annual report of Standard Trust Bank, Nigeria Limited was widely consulted. Survey methods such as the questionnaire and interview were extensively used. Analysis of data collected revealed that most employees were inclined on being more productivity when motivated by whatever medium deemed appropriate by management. There was considerable response in favour of generating and sustaining each employee's internal drive for self-satisfaction. The recommendations highlighted are summarised herein. That, traditionally, work motivation has depended on external rewards such as financial remuneration, promotion, fringe benefits etc. As a result, employees have become conditioned of wait for external incentives or threats before taking action. External motivation is however temporary and as such, to foster long-term sustained motivation, organisation must inspire employees to draw their motivation from within. They must direct their employees to be self motivation rather than externally induced and care must be applied in the administration of such directives since employees is unique.

CHAPTER ONE

INTRODUCTION

1.1 GENERAL BACKGROUND

The effective manager never loses sight of the organisation's over all objectives. He or she must be interested in the people, the worker and the achievement of the assigned objectives (Richard and Hodgets, 1984).

Integration is a cardinal point in personnel management. It is a misnomer for employer to assume that the filling of vacancies, staff development and motivation provides for adequate solutions to manpower problems in an organisation. It is imperative to note that the individual comes into the organisation as a unique being with unique personality traits. Those traits are a sort of projection of psychological and social needs each of which the individual workers seeks satisfaction in order to complement the economic requirement that might be met through compensation methods and processes.

Although some of the aforementioned needs of individual workers may be at variance with the organisational goals and objectives, management cannot dispense with the need to "strive to create the type of climate that will permit the goals of the organisation to be attained and at the same time satisfy the psychological and social needs of its employees" (Chruden and Sheman; 1976).

Chris Argrils et al (1971) enthused "it is our hypothesis that the incongruent between the individual and the organisation can provide the basis for a continued challenges, which as it is fulfilled, will help man to enhance his own growth and to develop organisations that will be effective and viable.

Effective management therefore, is one that integrates the workers need with those of the organisation, a process Chruden and Sherman (1976) refer to

as “Organisational Development” which is based on the assumption that human resources. In essence, one of the most difficult aspects of organisational management is how to pursue this dual interest. It is a complicated and an intricate process of managing an organisation in such a way that what is good for the employee should also be as beneficial to the organisation with Flippo (1980) noting that the human nature is complex and dynamic.

Piger and Myers (1977) “If the general level of wages in the organisation is too low in relation to other comparable firms, management will find it difficult to attract and retain qualified employees, particularly those in short supply such as technical, professional and managerial personnel.”

The need for motivation was posited by, March J.G. et al (1958), when they noted that for an organisation to be effective, it must come to grips with the motivational problems of not only be decision to participate but also the decision to produce work.

The essence of Human Resources Management is geared towards ensuring that the right employees are available at the right time, in their right places and in the right number, doing things for which they are economically most useful. That, the human element plays a pivotal role in the success of otherwise of every organisation is a long acknowledged and accepted philosophy in management.

Penny Hackett (1985) sees motivation as “an attempt at understanding the needs and urges which prompt people to do things and provide ways of helping them to satisfy those needs.” It is believed that concentration on such areas as the personality of the individual, the dynamic of individual behaviour, individual needs and motivation patterns as well as socio-

psychological relationship including all group interaction will provoke adequate principles and operational model necessary to stimulate the individual or group; predict behaviour within different settings and to provide guidance on how best to achieve the organisational arrangements that enhance cooperation.

Morgan (1973) notes, “Since people constitute the central feature of an organisational life, a manager must work with and through people to get results, the principles that cause people to act and react as they should be understood and applied.” Katz D. and Kahn R. (1966) argue that motivation exists to fulfil three behavioural requirements in the organisation.

1. People must be attracted not only to join the organisational but also remain in it.
2. People must perform the task for which they are hired to do in a dependable manner.
3. People must go beyond this dependable role to engage in some form of creative and innovative role at work.

Motivation therefore deals with the process of arousing behaviour, sustaining and channelling such into a specific causes. It refers to inner urges that energise human behaviour.

Performance appraisal on the other hand is the process of assessing the performance of an employee in his sphere of job activity, which can be used for training, needs analysis, job improvement plans and other human resources related scheme deemed necessary by management.

Performance evaluation therefore is the application of quantitative measurement techniques in determining the compatibility of actual results with expected standards for subsequent judgment. The ability of management to define what evaluation technique to apply in assessing the productivity of

the employee is of paramount importance. Performance most often is predicated on motivation; as such any management that aims at achieving its objectives must focus on developing the employee to contribute more efficiently to goals of the organisation.

Nigeria is encountering rapid economic growth and dynamic development. Business at both the macro and micro levels and especially service oriented ones like banks are mandated to add impetus to the general tempo of growth and development. Banks wherever they are, cannot afford to play peripheral roles in the economic activities of the country as they are regarded as the live wire of the economy because of the indispensable role of financial intermediation banks perform in stimulating economic activities. The general rise in business horizon coupled with dynamic movement towards growth has demanded new standards of efficiency from banks in the country.

The banking industry in Nigeria is of vital importance in the developmental projections, planning and the level of general activities of the entire economy. Since the foundation of the banking industry is anchored on the quality of its personnel to avail the public of financial services, the planning and implementation of any motivational package should be premised on a proper understanding, and an articulate and harmonious integration of the motives of the employee in the organisation.

Of recent, the operations of banks have general sharp and widespread criticisms from the various constitutions of the business environment. The banks have been labeled as inefficient on the social utility of their services. There is gross customers dissatisfaction arising from cases of liquidity, bankruptcy and failure of these banks, frustrating those who patronise them, the shareholders and the general public.

The phenomenon of bank mishaps can be viewed from two conceptual frameworks namely: internal operational efficiency and external social utility.

The internal operational or organisational efficiency viewpoint is entirely managerial and the most pertinent question is whether the available managerial and the most pertinent question is whether the available resources are utilised optimally and efficiently and for the purpose of achieving the greater organisational goal. On the other hand, organisational efficiency is measured through the considerations of the ultimate output as it benefits the society at large; this is referred to as social utility of output.

If by their internal operations banks are inefficient, then how much contribution do we expect them to make to the general economic development of the country. Banks like other private owned organisation must operate profitably and efficiently before they can make any meaningful impact to the general economic development act as social catalysts.

However, the feedback from the external environment suggests that the quality of service offered by banks in Nigeria, compared to other countries especially the developed world are inadequate and underdeveloped. Various are attributable to such public dismal assessment of the potentialities of the emerging banking industry. These include:

Managerial ineptitude to recognise that the health and proficiency of any organisation to perform and meet its desired goals and objectives depend largely on the degree of the commitment of the human factor.

Management failure to manipulate information from the external environment to take place decisions will have far reaching impact on the customer, the organisation and the general public at large.

Failure to recognise that it is the physiological, social and psychological characteristics of the personnel operating in the work environment either as a skilled or unskilled technocrat that determines the performance level of any organisation.

The management of the organisation should before correlate the relationship of motivational inducement and employee performance by the application of evaluation methods and process to determine what measure of motivational factors of employ to induce people to effective and efficient performance to attain organisational objectives outlined.

1.2 STATEMENT OF THE PROBLEM

In a research of this nature, the statement of the problem of the study is necessary to serve as a guide to the researcher so as to prevent digression from the study.

Every organisation whether profit oriented or not has a mission statement that outlines goals and objectives it sets to achieve. Management should be cognisant of the fact that employee satisfaction is an important dimension of the motivational process which reflects the degree to which an individual perceives that his needs and wants are being met as well as realising the goals of the profitability and long term survival of a firm is incontrovertible. Therefore, organisations generally need efficient management of available resources to achieve its objectives. These objectives are achieved through guidance, leadership and motivation of the people that perform the work.

Crozier (1964) posits, “Ideally, members should act only in the organisations interest. The problem is that even if the interest of the organisation is unambiguous, men do not exist just for organisations. They

track all kinds of mud from the rest of their lives with them into the organisation, and they have all kinds of interest that are independent of the organisation.”

This necessitates the formulation of good personnel policy that will satisfy both the yearnings of the employee and the overall objectives of the organisation. The personnel policy is a written statement of an organisations goals and intentions concerning matters that affect the people in the organisation.

To further ensure the satisfaction of employees in addition to wages, fringe benefits are introduced. These fringe benefits represent extra income, additional security and better working conditions. These fringe benefits represent extra income, additional security and better working conditions. These benefits often satisfy employee needs and wants that are not met by wages and thus help in raising employee morale.

The study attempts to analyse the relationship of motivation and performance in the operations of Standard Trust Bank Nigeria Limited, Zaria Branch to ascertain whether financial rewards and other motivational factors have been existing in the banking industry with specific reference to S.T.B. Nig. Ltd and to streamline the impact of the performance of the employee as a result of these motivational inducements in enhancing productivity.

1.3 OBJECTIVES OF THE STUDY

The research study is tailored towards determining the various parameters of inducing the personnel in S.T.B. Nig. Ltd Zaria Branch and using the information gathered in evaluating its impact on the productivity of employees in the bank. The study intends to:

- i. Identify the various typologies of financial incentives or reward schemes that are available in the banking industry.
- ii. To examine the existing policies used by the bank to motivate its staff.
- iii. To determine whether these motivational schemes are governed by regulations and are in consonance with stipulated regulatory guidelines by the bodies regulating the banking industry.
- iv. To determine if management has formulated any systematic medium to evaluate and measure the efficacy of the application and implementation of these motivational schemes.
- v. To determine through empirical research whether the bank is operating efficiently to actualise overall organisational objectives of profitable operations.
- vi. To determine through empirical analysis whether financial rewards or attractive motivational inducement are sufficient factors to propel employees to improved levels of productivity.

1.4 SIGNIFICANT OF THE STUDY

The quality and quantity of a country's workforce is an importance factor in its drive of steady growth and economic development. Therefore, every organisation continuously strives to attract and improve the quality of its human resources in order to attain its objectives as well as contribute to the overall development of the country. To improve the productive of workers, it is essential to know that motivates the employee and how various work environmental factors affect the employee's behaviour at the work place.

The study is justified by the importance of research not only within the confines of the academic environment, but to the entirety of knowledge.

According to R.A. Nishbet (1969) “research must not be underestimated. Today more than ever, we need emphasis on knowledge. Pure research is the foundation of technological programmes, its discipline and objectivity should inspire the student who must learn that the language of nature has to be mastered if man is to advance.”

The viability of any organisation is predicted on the performance of its human resource. In consonance with this, managers have tried to adopt effective personnel policies on how best to influence its employees to get optimum productivity from them. This study is therefore significant in that it encapsulates in its entirety the extent to which motivation can contribute to the efficiency of the staff of Standard Trust Bank, Zaria and highlight deficient factors which if rectified would lead to further enhancing the productivity of its employees.

One cannot overlook the fact that this research project will add to the volume of indigenous literature on motivation in developing countries, which is in its developmental phase. This will go a long way to provide guidance to management on how best to stimulate workers for efficient performance in the service oriented banking industry in Nigeria. It is equally hoped that this work will serve as a reference or source of information to other research scholars interested in the subject of this study.

1.5 HYPOTHESIS OF THE STUDY

With the present development in the economy, especially, in the financial services sector, banks have recognised the need for efficient and dynamic personnel to effectively compete with others in the provision of services to their customers.

However, the lack of an adequately manpower may hinder the organisation to efficiently discharge its obligations to its customers. Based on this the researcher wants to test:

Null Hypothesis No: Motivational inducements do not have any impact on the performance of the employee.

Alternative Hypothesis Hi: Motivational inducements do have a direct impact and is infinitely related to the performance of employee.

1.4 SCOPE OF THE STUDY

In undertaking a research project, its scope is normally defined with respect to geographical and time dimensions. The application of such boundaries is usually resorted to, due to problems posed by the administration of large data.

The study is therefore confined and data limited to Standard Trust Bank Nig. Ltd. Zaria Branch as a case study.

E.A. Bock (1962) defined a case study as “a narrative that portrays how a person(s) seek to deal with a particular problem.” He added that “case studies are efforts to wrest significant knowledge and useful understanding from the infinite complexity and tangled inter play of forces and actions that make up the continuity of a real process.”

It can be justifiably argued that Standard Trust Bank Limited typifies most other banks, more so with the introduction of the Universal Banking Practices in Nigeria. the bank exhibits to a large extent a number of characteristics and functions obtainable in the banking sector of Nigeria.

The choice of S.T.B. Nig. Ltd was based on convenience and accessibility, accounting principally for the ease and economy of data collection. Standard Trust Bank Limited, my database is a frontline new generation bank which despite its relatively recent introduction into the Nigerian banking scene has spread its tentacles far and wide, with branches in different parts of the country. This notwithstanding, the scope of the research study is limited to the Zaria Branch of the bank.

1.7 DEFINITION OF TERMS

Attitude: An individual's characteristics way of responding to an object or situation.

Bank: The Nigerian Banking Decree 1961 defines a bank as "an organisation that deals with the business of receiving money from outside sources as deposit, irrespective of payment of interest and the granting of loans and acceptances of credit or the purchase and sale of the account of others, or the incurring of the obligation to acquire claims in respect of loans prior to their maturity or the exception of guarantee or other warranties for them or effecting of transfers and clearing and such other transactions as the commissioner may on the recommendation of the Central Bank by order published in the Federal Gazette designate as banking business.

Employee: Any person, hired by an organisation to work for it in return for a wage.

Incentive: Payment made to an employee over and above his basic pay in order to encourage him to increase production.

- Job:** A set of responsibility grouped together under a particular title.
- Motivation:** Refers to the way in which urges, drives, desires, aspirations, striving in the behaviour of human beings.
- Management:** A technique of effective utilisation of organisational resources to attain its desired objectives.
- Needs:** Urge within individuals that prompt them to engage behaviour directed towards the attainment of goals perceived to be capable of satisfying their desire.
- Productivity:** Calculated rate of making goods or the provision of services.
- Remuneration:** Payment in equivalence of services rendered, the discharge of an obligation in monetary terms.
- Work Environment:** Factors within an organisation that influences the working attitudes and behaviour of employees.
- Workforce:** number of workers engage in or available to an organisation.

CHAPTER TWO

2.1 GENERAL LITERATURE REVIEW OF THE BANKING INDUSTRY

Prior to the coming of the Portuguese of Nigeria in the 5th century, local trade was effected through the barter system. British rule and the impact of European trading conglomerates but paid to the use of barter with the introduction of currency instruments for the facilitation of trading activities which made the process of exchange less cumbersome.

In tracing the chronology of banking practice in Nigeria, it should be highlighted that its structure was tailored towards that prevailing in the United Kingdom (U.K.). This was further emphasised by the fact that the first two banks established were of U.K. origin. This British pre-eminence was further orchestrated in Nigeria's Banking Legislation, beginning from the First banking Ordinance of 1952 to the Central Bank of Nigeria (C.B.N) Act of 1958, the Banking Ordinance of 1958 and its subsequent amendments.

The history of commercial banks in Nigeria can be traced to 1892 when the First Bank was established. Thus commercial banks constitute the first category of financial intermediaries to be established in Nigeria. among the factors responsible for the inception of banks in Nigeria, were the introduction of financial transaction as opposed to barter trade, the activities of multinational, the financial transaction of the colonial administration of the increasing acceptance of the British Currency (the pound sterling).

Thus, the AFRICAN BANKING CORPORATION, (A.B.C.) was the first commercial bank to be established in 1892. Elder Dempster and Co., a shipping firm based in Liverpool, was instrumental in its formation. The life-span of the banks was short-lived due to initial difficulties it experienced and eventually decided to transfer its interest in Elder Dempster and Co. in 1893.

This led to the formation of the British Bank of West Africa (B.B.W.A.) in 1893 now called First Bank of Nigeria Plc. It was registered as a limited liability company in 1884 and opened its first branch in Lagos that same year. The second bank that was established was Barclays Bank-Dominion, Colonial and Overseas (D.C.O.) now called the Union Bank of Nigeria Plc. Its first branch was opened in Lagos in 1917. The British and French Bank, now called United Bank for Africa (U.B.A.) Plc was established in Lagos in 1949, making it the third expatriate bank to dominate the early commercial banking scene in Nigeria.

Together, these three banks controlled about ninety percent of aggregate bank deposits. In the operation of these banks, there was practice that was discriminatory in nature as they rendered services principally to expatriate trading companies and the colonial government. Thus, indigenous businessmen were denied access to necessary assistance to foster economic activities.

The take-it-all syndrome of these banks in perpetuating British interest to the detriment of the local economy provoked attempt by indigenous entrepreneurs to establish their own banks. As such, in order to break the foreign monopoly of the banking sector, a number of indigenous banks were established from the 1930s up to 1952. The first experiment being the Industrial and Commercial Bank in 1929 which collapsed a few months later due its poor capital base, poor management and strong market forces.

The National Bank of Nigeria founded in 1933 was the first indigenous bank to survive but later went bankrupt and into liquidation in the early 1990s after about six decades of banking under the yoke of management and fraudulent practices. Next come the Agbonmagbe Bank in 1947, which through sound management and its excellent performance made the then

Western State Government to take it over and change its name to Wema Bank.

Due to the instability of indigenous banks, the need for legislation for the control of banking practice in Nigeria became very apparent if only to protect depositors. This prompted the colonial government to set up the Patton Commission of Inquiry. Consequent upon the report of the commission, the First Banking Legislation was passed in 1952.

In spite of the enactment of the banking ordinance in 1952, the banks were still indulging in some malpractice, which the act could not effectively control. Therefore, the necessity of establishing a central bank to supervise and control the banks became imperative.

The period from 1947 – 1952 was characterised by lack of banking regulations, which witnessed unrestricted entry and exist of mushroom banks called the “Free Banking Era.” Between 1947 and 1952, a total of 22 banks were registered without actually commencing operations. The liquidation of these banks was due to under capitalisation, poor management, lack of rules and regulation, and aggressive competition from the expatriate banks.

With the need to stem the attendant problem of cushioning the effect of depositor’s exploitation and the denial of the benefits of true banking services, Mr. J.B. Loynes submitted his report and this formed the nucleus of the draft legislation for the establishment of the Central Bank of Nigeria. The C.B.N. Act of 1958 established the Central Bank of Nigeria and it commenced business on the 1st of July 1959 with an initial capital of the equivalent of ₦3.Million.

2.2 THEORETICAL FRAMEWORK

Every organisation exists to pursue one or more objectives whether expressly stated or not. Such objectives need to be stated as operational activities of the organisation with other necessary activities like evaluation and control of operational activities duly indicated.

For such activities to be carried out efficiently, role structures and personal qualities of people to perform the role need to be specified, usually represented by organisational chart and job descriptions. This specification is what Weber called “formal organisational” typical of which is the bureaucracy consisting of hierarchical roles performed by men who have been looked at by F.W. Taylor’s scientific management theory as “economic machines.”

May (1978) and early study on the performance of man in organisation, found out that men are not only interested in their economic welfare but are also concerned about their working environment or condition. The study found out that man has his norms, values, and ethnics and could be influenced by this attitude and feelings about work and work obligations. The formal organisational structure was found to be incomplete without the informal structure if the organisation intends to achieve desired productivity.

2.3 EMPLOYEE MOTIVATIONAL THEORIES

This part of the chapter reviews the various theories that deal with motivation of employees.

2.3.1 Abraham Maslow’s Motivational Theory

The “social motivations” which lack a clear physiological causes were highlighted by Abraham H. Maslow in 1943. He theorised that a sound motivational theory should assure that people are continuously in a

motivational in a motivational state but that the nature of motivation is fluctuating and complex. Human beings rarely reach a state of complex satisfaction except for a short time and as one desire becomes satisfied, another arises to take its place and as this desire becomes satisfied, another replaces it. This never-ending sequence gives rise to Maslow's theory of motivation, in which a hierarchy of need is postulated.

This theory has its central feature as the concept of human needs, being generally ordered in terms of their relative potency as human motivations. He identified five different types of need. He then placed them in hierarchical order in such a way that the need at one level has to be satisfied before a person starts to move up the hierarchy and concentrate upon satisfying higher needs. An important point to note in the hierarchy of needs is that an unsatisfied need is a motivator, but a need once satisfied ceases to exist.

According to Abraham Maslow's hierarchy of needs, there are five typologies of individual hierarchy of needs ranking from biological/physiological needs to safety and security needs, to socialisation need, to self-esteem needs, then to self-actualisation need. The physiological needs are the basic needs necessary for human survival such as food, clothing and shelter as well as emotional needs. Safety here means safeguard from hazards while security needs are protections against any physical misfortune such as external aggression. The socialisation needs relate to the individual need for affection and affiliation i.e. love and belongingness in the society. And self-esteem need has to do with the need for one's recognition and status in society. Finally self-actualisation seems to be the core and apex of one's achievement.

Maslow's hierarchy of needs is divided into five groups starting from the lowest. If one's needs are not satisfied, the person will be dominated

by his physiological needs such as hunger, shelter, but as soon as these needs are satisfied, the higher motivational needs come into focus. According to Maslow “it is quite true that man lives by bread alone when there is no bread. But what happens to man’s desires when there is plenty of bread and when his belly is chronically filled.” At once, other and higher needs emerge and these, rather than physiological need dominates him.”

Once the physiological needs have been satisfied the safety and security needs emerge. The person motivated by safety and security needs want to be free from the extremes of temperature, physical harm, external aggression, the fear of loss of property, job, food etc.

The socialisation needs, which encompass love and belongingness, come into prominence, once the safety and security needs are satisfied. The individual will want to be in the company of others that particular social environment. The need for love and acceptance by others is paramount in human beings. This is because man is a social animal with the need to groups, love and be loved by others.

Once the love needs have been satisfied, a person starts to long for his esteem needs. He will want others to respect and recognise his achievement, prowess and be held in esteem by others. It reflects the need for power and prestige in people.

The higher need in the hierarchy is the need for self-actualisation which reflects the desire to achieve one’s maximum potential through accomplishment. The nature of self-fulfilment varies from one individual to another.

Validity of Maslow’s Hierarchy of Needs Theory

The question of whether needs follow a hierarchy as theorised by Maslow has been the subject of considerable research. Lawler and Suttle

collected a data on 187 managers in two different organisations over a period of one year. They found little evidence to support the needs hierarchy. They however, noted two levels of needs existed, the biological and other needs. The biological needs were found to be most important and until it is satisfied, other needs were almost non-existent. At higher levels where higher order needs emerged, the strength of needs varied from one person to another. To some, social needs dominated, while to others, self-actualisation reigned supreme.

In essence, Maslow postulates that employees in organisation be enthusiastically motivated by what they are seeking rather than what they already have. By extension, he inferred that management should instill motivation by appealing to the needs of employees in accordance with the given need hierarchy.

2.3.2 DOUGLAS MUCREGOR'S THEORY X AN Y

In his book, "the human side of the enterprise" (1960) Douglas McGregor, postulated that there seem to be two distinct and different approaches to management and motivation, which he called theory X and Y. He argued that either of these theories influenced the way managers deals with employees.

Theory X Assumption

This is predicated on authoritarian management and the assumptions are:

1. Human beings are lazy, have an inherent dislike for work and will avoid it if possible.
2. People must always be reprimanded, punished, controlled and their activities in the work place directed, as management gets things done through people.

3. Man lacks ambition, dislikes responsibility and prefers to be led than to leads.
4. Man by nature is resistant to change.

Theory X assumes that people are motivated by lower order needs.

Theory Y Assumptions

This can be termed as democratic management approach and it is premised on the following set of assumptions on the nature of man, contradicting the theory X assumptions.

1. The drive for physical and mental effort involved in work is as natural and rewarding as play, sleep, and laughter.
2. Man naturally has the potential for development, the capacity for assuming responsibility of management to make it possible for people to recognise and develop these human qualities for themselves.
3. Commitment to objectives could be a function of rewards or its anticipation.
4. The average human being learns, given the right situation, not only to accept but also to seek responsibility.
5. The capacity for exercising relatively high degree of imagination, ingenuity and creativity in solving organisational problems is widely, and not naturally distributed among people.
6. The nature of work in the modern world is such that the intellectual potential of the average human being is only partly utilised.

Theory Y on the other hand advocate the use of higher order needs. McGregor concerned himself with management styles that exist in organisation suggesting that individuals in organisations can be motivated if management applies the appropriate styles in dealing with employees.

2.3.3 FREDERICK HERZBERG'S MOTIVATION-HYGIENE THEORY

On the analysis of job satisfaction studies, Herzberg formulated a theory of employee satisfaction and dissatisfaction commonly referred to as the motivation-hygiene theory in 1950. The original study that was designed to test the theory involved the conduction of interviews with some two (200) hundred engineers and accountants in nine different companies in diversified locations about job factors that had important effects on their attitudes. The respondents were asked to think of a time when they felt exceptionally good or exceptionally bad about their job. Herzberg and his team came to the conclusion that certain factors tended to lead to job satisfaction, while others led frequently to dissatisfaction. Those giving rise to satisfaction were termed hygiene factors. These studies were later extended to include various groups in manual and clerical fields, where the results were claimed to be quite similar. The most important motivators to emerge include the following:

- A. Achievement or Advancement
- B. Recognition
- C. Work itself
- D. Responsibility
- E. Promotion prospects

The factors were associated with positive feeling or satisfaction about the job and related to the content of the job itself in an intimate manner. These positive feelings were predicted on a lasting rather than temporary achievement in the work setting.

The most important hygiene factors or dissatisfiers include:

- A. Company policy and administration
- B. Supervision

- C. Interpersonal relations
- D. Working condition

These factors were associated with negative feeling, or dissatisfaction about one's work and it is related more closely to the context or environment of work rather than the job content. These factors were extrinsic or external to the job or work itself while motivators are associated with intrinsic factors related to the job.

Although motivators or intrinsic factors were usually associated with positive feeling towards ones job, they were sometimes associated with negative feelings. However, the hygiene or intrinsic factors were almost never associated with positive feelings, but were associated with states of mental depression, employee turnover, absenteeism and the like.

The other major point of the theory is the concept that satisfaction and dissatisfaction are not a single continuum but are separate and distinct. One of the most interesting things about this dual continual is that a person can be satisfied and dissatisfied at the same time. It also implies that hygiene factors such as working conditions, salary etc is a discrepancy model in the sense that it shows satisfaction as the difference between what a person feels he should receive and what he actually receives. The model indicates that when he person's perception of what his outcome level is and what his outcome level should be are in agreement, the person will be satisfied. When he perceives that his outcome level has fallen below that he feels it should be, he will be dissatisfied. Thus, for any job factor, the assumption is that satisfaction with the factor will be determined by the differences between how much of the factor there is and how much of these person feels there should be.

A person's psychological view of how much of a factor he receives, is said to be influenced by more than just objective amount of the factor.

Because of this psychological influence, the same amount of reward can often be seen quite differently by two people, to one person it can be a large amount; while to another person it can be viewed as being small.

The model also shows that one's perception of what his reward level should be is influenced by a number of factors; perhaps the most important influence is perceived job inputs. These inputs include all of the skills, ability and training one brings to the job as well as the behaviour he exhibits on the job. The greater he perceives his input to be, the higher will his perception of what his outcome should be. As a result of this relationship, with high job input expect to receive more rewards than those with a lower job input, or else they will be dissatisfied.

The model also stressed that a person's perception of what his outcome should be is influenced by his perception of the job demands. The greater the demand made by the job, more he perceives he should receive. Job demands include job difficulty, responsibilities and organisation's level. If outcome do not rise along with these factors, the prediction of the model is that people who perceive they have the more difficult higher-level jobs will be the most dissatisfied.

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Herzberg's motivation – hygiene theory has been well received by managers and consultants for its relatively simple and vivid distinction

between factors inducing positive satisfaction and those causing dissatisfaction. It has led to a considerable work on so called “job enrichment,” that is design of jobs so that they contain the optimum number of motivators.

2.3.4 THE THEORY Z MODEL

The quite sometimes considerable attention has been given to the success of Japanese companies.

One of the key factors in this success has been their approach to the management of their resources especially people. An important exponent of the Japanese management style is W. Ouchi (1978) who has coined the phrase: “The Z” for attempts to adapt the Japanese approaches to management in Western firms.

The key features of Japanese companies according to Ouchi are as follows:

- They offer lifetime employment
- The promote from within
- There is a high degree of mutual trust and loyalty between management and employees
- Career paths are no-specialised with life long job rotation as a central feature of career development
- Decision making is shared at all levels
- Performance appraisal is long term
- Industrial life is supported by a highly competitive education system.
- There is a strong sense of collective responsibility for the success of the organisation, and cooperative effort rather than individual achievement is encouraged.

Although he recognises that many of the features of Japanese management could not be translated into Western Industrial Society, he believes that certain features could be applied in a western context. The move from the present hierarchical type of organisation to a theory Z type of organisation is a process, which Ouchi says has the objective of developing the ability of the organisation to coordinate people, not technology, to achieve productivity.

In this light, he theorised a “New” philosophy of managing people based on a combination of the features of Japanese management. These features are:

- Lifelong employment prospects
- Shared forms of decision making
- Relationship between boss and subordinate based on mutual respects.
- According to Ouchi, the introduction of theory Z approach into western firms requires the following strategies:
 - a. The adoption of a top-down approach, based on a definition to the “new” philosophy agreed and supported by the organisation’s top management.
 - b. The “New” philosophy should embrace the ideas of security of employment, shared decision-making career development, team spirit and acknowledgement of individual contribution within the team.
 - c. The implementation of the new approach should be carried through, on the basis of consultation and communication with the workforce and with full training support to develop relevant skills for manager, supervisors and their teams.

2.3.5 VICTOR VROOM'S EXPECTANCY THEORY

Victor Vroom criticised Herzberg's two-factor theory as being over dependent on the context (intrinsic) and contextual (extrinsic) factors. As a supplement, he offered an expectancy approach to the understanding of motivation. Going by the works of Maslow, McGregor and Herzberg, they emphasised on satisfaction but Vroom shifted emphasis from satisfaction to performance.

The expectancy theory states that, people look at their various alternatives and choose that which they believe is most likely to lead to those rewards, which they want most.

There are a number of important elements in this analysis. First, it is the anticipation (expectation) of what occurs that influences choice.

Secondly, the theory includes two major formally called and the value (anticipated satisfaction) of the outcome.

Vroom argued that motivation was a product of the anticipated worth to a person, of an action and the perceived probability that the person's goals will be achieved, which may be stated thus:

$$\text{Valency X Expectancy} = \text{Motivation}$$

Vroom suggests that the force exerted to do something will depend on both the valence and expectancy. In other words, individuals will be motivated to do things to achieve some goals to the extent that they expect that certain actions on their part will help to achieve the goals and as well accomplish their own felt desires.

The implication of this theory for management is threefold. Firstly, it is the anticipation of reward that is deemed important. People make choice based upon what they think they will get and not necessarily what they got in the past.

Secondly, rewards need to be closely and clearly tied to those behaviour that are seen as desirable by the organisation. If attendance, punctuality, hard work, productivity, etc are important, then they should be rewarded publicly, explicitly and frequently.

Finally, since different people value different rewards, there should be some attempts at matching organisation outcomes or rewards with the particular desires of the individual.

These techniques should increase the degree to which employees are described as highly motivated.

The theory apart from placing emphasis on expectation and achievement equally recognises the concept of harmony of objectives. The theory recognises that individuals have personal goals different from those of the organisation, but that both can be harmonised through a common action to achieve an overall desired outcome. It also places emphasis on performance, noting that there must be a clearly defined goal and relationship between performance and outcome (reward).

2.3.6 THE HAWTHORNE STUDIES

Professor Elton Mayo is usually associated with what is considered as the best known and widely quoted piece of social research called the Hawthorn Studies, carried out at the Hawthorne plant of the Western Electric Company in Chicago, U.S.A. between 1927 and 1932.

The emphasis in the Hawthorne studies was on the worker rather than the work. The research at Hawthorne was primarily at work. The conclusion was that Man is a social animal at work as well as outside, and that membership of group is important to individuals. Group membership lead to the establishment of informal groups within the official, formal groupings as laid down in the organisations' structure.

This conclusion gave rise to idea of social man and to the importance of human relations. Elton Mayo as been described as the founder of Human Relations Movement, whose advocates have stressed the need for managerial strategies to ensure that concern for people at work, is given the highest priority. There was a gradual tend in the late 1950s away from social man and self-actualisation man towards the idea of complex man operation in a highly organisational environment.

There have been many criticisms of the Hawthorne studies have been interpreted. Mayo's references were included in writings, which propounded his theory about Man and industrial society. As a results, his use of the studies was biased towards his own interpretation of what was happening. Researchers have pointed out that his counterpart (others at the Hawthorne studies) overlooked important factors in assessing their results, and that some unreliable methods for testing the evidence were adopted, the major highlights of the Hawthorne studies are:

- A. Individual workers cannot be treated in isolation, but must be seen as members of a group.
- B. The need to belong to a group and have status within it is more important than monetary incentive or good physical working conditions.
- C. Informal (or unofficial) group at work exercises a strong influence over the behaviour of workers.
- D. Supervisors and managers need to be aware these socials needs and cater for them if workers are to collaborate with the official organisation rather than work against it.

2.3.7 THE MANAGEMENT APPROACH TO MOTIVATION

In recent times the terrains of motivation theories have been enriched by what is now popularly known as “Management approaches to motivation.” These contemporary approaches tend to be more broad based and flexible.

The management approach to motivation recognises the fact that each worker is unique, each situation is unique and each organisation is unique. Thus, there is no single best way to motivate a worker since each situation, work and organisation may require something different, usually a combination of theoretical aspects. The contingency perspective of the management approach suggests that universal theories earlier listed cannot be applied to organisations because each organisation is unique. Instead, it suggests that appropriate managerial behaviour in a given situation depends on, or is contingent on, unique elements in that situation. Stated differently, effective management or managerial behaviour in one situation cannot be generalised to other situations.

The contingency approach recognises the differences among organisations and their constituencies. That no one model for motivating people will work for all organisations.

The appropriate organisational structure, leadership, staffing, planning, motivating, and control are contingent upon the nature of the organisational environment and the task to be performed. Thus the emphasis is on researching the practices and methodology that are appropriate for the situation and adopting the one that works. This approach and viewpoint is based on the following assumptions:

- A. That worker situation differs. These differences affect how managerial knowledge is applied. Different organisations with different tasks and different competitive environments require different plans, just as every

human personality and every organisation is unique, so are every managerial position or situation.

- B. Differences in working environment rather than similarities are the bases of establishing management practices.
- C. Workers motivational practice cannot be applied across board. They maybe true and useful for a particular problem in a particular situation only.

Thus, in order to motivate workers according to this approach, analysis of the situation and the selection of necessary elements form the vast array of principles and techniques that would form a model for this idea is the proportion that performance is contingent on the proper match between the individual and the job.

Another perspective of the management approach to motivation is the system's approach. Lyman Porter and Raymond Miles have suggested that a system's approach to motivate will be more useful to managers. This hinges on the fact that a proper understanding of the entire sets forces operating on the employee must be understood before his behaviour and motivation can be well predicted and understood.

This school further pointed out three sets of variables effecting motivation in organisations and these are individual characteristics, job characteristics and job title.

2.4 REWARD SYSTEM

The organisation's reward system is the most basic tool for managing employee motivation. An organisational reward system is the formal and informal mechanisms by which employee is defined, evaluated and rewarded.

There are many divergent views about reward schemes. This has resulted in a number of ways and standard by which reward may be judged. They include:

- A. Employee and Unions:** The successes or otherwise of reward scheme is measured by the wage it produces, relative to the amount of effort and energy expended in its attainment by the participants.
- B. Supervisors:** Supervisors judge a reward scheme by the output that results from its application, the degree of responsibility, which is removed, from their shoulders and the difficulties involved in its maintenance.
- C. Management:** Management measures the success or failure of a reward scheme by the resulting labour cost, the volume of output in relation to the clerical cost of maintaining the scheme and the moral of workers where it is applied.

A good reward scheme should have a sound financial proposition. It should pay an economic wage that is competitive and which will not only retain the existing wage labour force that will attract more. It must be related to the cost of the produce or service in such a way that it is well within the framework of a healthy economy. It should be planned with care and foresights so that it can be applicable during both peak and slump periods. A reward scheme should be designed to suite the particular needs of an organisation and should fit in as closely as possible with its traditional method of working.

Successful schemes are easy to understand, simple operate, easy to adjust for national wage awards and can accommodate changes in product/service design. They do not require heavy clerical work in the wage office, in the department in which they operate or from the actual participant in the scheme.

Reward schemes should be drawn with all contingencies in mind so as to avoid radical alterations after its initiation. And there are basic requirements for effective reward schemes:

1. The reward scheme should give an incentive to an employee and his productivity. If this not done, then there is basically no reward plan at all.
2. it should be understood and easily calculated by the employee. This is important because each employee should be able to calculate his real or new earnings according to the scheme with minimum effort.
3. hourly based rate should be guaranteed.
4. There should be enough spreads between the guaranteed based rate and the normal bonus to provide reward to extra or sustained effort.
5. The plan should be able to provide a sufficient guarantee of standards to give the worker a feeling of security.
6. Definite instruction-covering policy and methods should be provided and every worker involved should be conversant with these.
7. Shop procedures should be standardised.
8. Measuring standard should be based on quality requirements with proper and direct controls placed over waste.
9. There should be equitable adjustments to the tasks when the cause of failure is beyond the workers control.
10. Once production is such that bonus is earned unit labour cost should be constant.
11. to be effective, the scheme must be effectively maintained. A well-planned and maintained reward scheme has the following advantages. It can make substantial contribution to productivity increase, which is of primary concern to the organisation.

There is less need for direct supervision in order to maintain a reasonable level of output.

Moreover, workers are encourage to pay more attention to reducing lost time and to make more effective use of organisational resources, facilities etc.

It enables labour payments to be made accurately, facilitating the application of modern systems of standard costing and budgetary control. Disadvantages are also inherent in the reward scheme.

If the task is set too high or the guaranteed minimum wage is too low, then the efficiency and morale of the workers may be affected.

Possibility of ill feeling amongst workers as a result of large differences in earnings likely.

The additional expenses in employing the personnel required to install and administer a system of payment by results may be out of proportion to the potential earnings of the scheme.

Objectives of a reward scheme are enumerated as:

Increase in volume of output: which is generally regarded as the prime objective. It is also a source of problem to many managers who intend to take this as the one and only objective, which assume that once this objective have been achieved, all others will follow.

Payment of better wages: This objectives has to do with improvement of labour/management relations.

Improved quality: Improved quality and increase in output is usually inversely related, thus a good reward scheme and strict quality control are necessary to achieve both objectives simultaneously.

2.5 GENERAL FEATURES ON INCENTIVE SCHEME

All schemes relate payment to output in one way or another in numerable variations. Some schemes apply to individuals whilst others apply to group of workers; some have a direct and immediate relationship to output whilst others are more indirect.

Both the firm and employee can benefit from a properly organised and well-planned system, the employee from the extra income arising from increased production. Unfortunately not all schemes achieve these objectives but a careful evaluation and implementation of the under listed highlighted might be of immense benefit to the firm.

- a. Remuneration should reflect workers effort and performance, and payment should be a made without delay, preferably soon after completion of the tasks.
- b. The scheme should be reasonably simple to assist administration and to help employees to calculate their own bonus.
- c. Performance standards should be reasonable fair i.e. they should be within the research of any averagely hardworking employee.
- d. There should be no artificial ceiling on earnings, and earnings should be safeguarded when problems outside the employee's control arise.
- e. The scheme should not be introduced until there has been full consultation and agreement with employees and unions.
- f. The full implementations of the scheme's performance levels, rates etc must be considered so that it will have a reasonable length of life. Rapid changes, particularly artificial ones to curtail earnings, destroy trust and cause problem.

There are both individual and group incentive schemes. The individual incentive scheme include:

Straight piecework. At its most basic, the worker would be paid an agreed rate per unit for the number of units produced, as the number of operations would be the basis of payment. Where various types of articles are produced, a piecework time allowance per article would be set and the worker paid for the piecework per hour produced.

Differential piecework. One of the limitations of straight piecework is that because a flat rate per unit is paid, the incentive effect as production levels fall differential piecework seeks to overcome this by increasing the rate progressively at different production levels.

The group incentive scheme is likely to be more appropriate:

- Where production is based on a group basis
- Where production is integrated and all effort directed towards the same end goal.
- Where the production methods or product makes it impossible to measure and evaluate individual performance.

It includes the followings:

Premium Bonus: This system pays workers a normal day rate plus a bonus calculated upon the difference between the times actually taken for a job and the time allowed.

Bart Scheme: This is a form of payment of result in which payment is proportionately less than output. This is because it is especially designed for apprentices and beginners until, having been tested; they are skilled enough to go on to some other scheme.

Other group incentive schemes include:

The Rowan Scheme.

The Bedaux Scheme.

2.6 COMPENSATION BASED ON PERFORMANCE

Compensation is a broad term relating to the financial rewards received by persons through the employment relationship with organisation. Compensation is financial in nature because the employer makes a monetary outlay. Such monetary outlays may be immediate (payable within a short period of time) or deferred (payable at a latter date). An employee's weekly pay is an example of an immediate payment, whereas pension, profit sharing or bonus plan typifies deferred payment.

Compensation can be direct when money is place into the hands of the employee or indirect when the employee receives compensation in non-monetary forms or has little discretion as to how the compensation will be spent. The types of compensation are categorised as:

1. **Wages and Salaries:** Wages typically pertain to hourly rates pay (the more hours worked, the greater the pay) and salary generally applied to a fixed weekly, monthly or annual rate of pay (regardless of the number of hours worked). Both are usually adjusted annually and are based on the type of job held by an employee as well as individual hierarchy or status and job performance (merit).

2. **Incentive Programmes:** Incentive programmes provide additional compensation above and beyond the employee's wage or salary.

Incentive programmes are geared to providing additional pay based on production and cost effectiveness. Incentive programmes are of two types:

A. Individual incentive programmes provide compensation based on sales productivity or cost savings attributable to a specific employee.

B. Group incentive programmes allocated compensation to group of employees by department, division or work group exceeding predetermined profitability, productivity or cost saving standard.

3. **Employee's Benefit Programme:** Group, life and health insurance, paid vacations and holidays, pension programmes and other benefits associated with an employment relationship or memberships in a union are example of benefit programme.
4. **Perquisites:** This is extra profit or allowance additional to the employee income. Perquisites represent a substantial amount of compensation especially for highly paid executives.

Compensation Management

This is an important function within the organisation. Compensation management is typically part of the personnel or human resources manager's responsibilities. One of the most important facets of a job in the eyes of most employees is its level of pay. An employee is normally paid in accordance with his job relevant qualifications. Pay is also determined by the skill and effort required to perform a job and extent to which the job is valued by the organisation.

However, it is difficult to understand why some jobs pay more than others. For instance, the information provided by the appraisal system should be such that employee performance level across different jobs can be compared.

Pay rise, when based on merit is often a sensitive issue because it represents a message to the employee regarding his value to the organisation as well as a standard of comparison with his contemporaries. For this reason, pay rises that are geared to the quality of performance should depend heavily on an objective and unbiased assessment. If subjectivity affects the measurement of an employee's job performance and such evaluations are subsequently used to make pay related decisions, the employee's morale and motivation may be affected.

Employee Perception of Pay

Economic and organisational influences have a general impact on pay rates but the exact wage or salary paid to an employee is often determined by certain performance evaluation techniques adopted by the organisation. Since an employee's compensation is usually the single most important employment reward, it can have significant effect on individual attitudes and job performance. Individual employee placed different values on monetary rewards. Some are content to work for shorter hours a week, collect a modest pay check and enjoy their leisure time, while others are motivated to work longer hours in order to earn higher pay check at the expense of leisure, health and other considerations.

2.7 FLEXIBLE BENEFITS

This refers to a group of benefit options available to workers and they include the following:

- a. Life/accident insurance
- b. Saving and pension plan
- c. Vacation options
- d. Comprehensive medical plan
- e. Extended course/tuition (training)
- f. Disability amenities.

Flexible benefits also consider the convenience of that particular employee in the schedule of work in the operating environment.

Alternative work schedule includes:

- a. **Compressed workweek:** In this situation an employee can decide to compress his 8 hours work per day week into 10 hours work per day, 4 days of the week.

b. Flexible Hour: The employee here has the option of resuming whenever he please as long as he completes his daily number of hours required.

From the foregoing, a comprehensive analysis and review of literature in the field of motivation reveals that although experts agreed that motivation of employee is the pivot, fulcrum and epicentre of personnel/human resources management and a major determinant in industry and business, they however, tend to diverge on how best to effect it in practice.

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CHAPTER THREE

RESEARCH METHODOLOGY

By its nature this research is equivalent, this is because it is not primarily concerned with discoveries of knowledge but to testing its application.

Survey of the nature of the problem is however the first step adopted in the investigation of the problem and then followed by the evaluation. In the light of this, it is only logical to apply the survey/sample research method in order to determine to some extent the degree of the population situation. In view of this, it becomes imperative to accurately assess the characteristics of the population by selecting the study samples chosen in order to draw meaningful conclusion and recommendation.

3.1 INTRODUCTION

The main focus of this chapter is the discussion of the method used in the research. A good knowledge of research method is important for virtually every field of study.

Research according to Osuala (1982) is “the process of arriving at solutions dependable to problems through the planned and systematic collection, analysis and interpretation of data.” In other words, it is a discipline that involves unbiased process of investigation or inquiry of facts or data intended to discover the truth about a phenomenon or problem. It is vital tool for increasing and advancing knowledge as well as for promoting all aspects of human endeavours.

The data collected from various sources are carefully analysed in order to arrive at meaningful recommendations that are aimed to assist policy makers take appropriate decisions for improving the performance of the

personnel in financial institutions in general and Standard Trust Bank in particular.

3.2 RESEARCH METHOD USED (DESIGN)

This study used both the descriptive and survey method of research. Descriptive research describes and interprets the actual phenomena under study. Akuezuilo (1993) explains that descriptive research seeks to find out the conditions or relationships that exist, process that are going on, effects that are evident, or trends that are developing.

The most commonly used methods of descriptive research are the case or sample study and the survey method. A case study is the detailed description and analysis of the history of life cycle of a person, community, events, and institutions for the purpose of understanding a particular phenomenon. The most common motivation for this kind of research is the awareness that no systematic knowledge is available about the phenomenon under study. In essence a descriptive research is important because it gives a clear picture of the situation under study.

3.3 SOURCES OF DATA

The study was partly descriptive and partly empirical hence it involves the use of both primary and secondary sources of data.

Primary Data: Primary sources are data collected from the people directly involved. An eyewitness or participant in an event or the historical object itself records them. This type of data ensures the integrity of the study, to strengthen its reliability and dependability since it is used exclusively for the purpose for which it is collected.

The tools used for the primary data collection are personal interview method and questionnaire administration.

Secondary Data: Secondary data sources on the other hand are those recorded by somebody who obtains his data indirectly or those that are collected for some other purpose, usually for administrative purposes. This source must be used with caution because, it may not give the exact kind of information needed and the data may not be in the most suitable form. The source of available literature on the subject matter can be relied upon was taken advantage of the secondary sources made use of include textbooks, newspapers, articles and journals. All these provide the already published data, which was used in the study.

3.4 METHODS OF DATA COLLECTION

This involves the procedures and techniques used for gathering relevant information for the study. Data are collected in the normal course of administration and not only for statistical purpose. The data collected is analysed and evaluated to make relevant recommendations to banks in the area of employee performance. The following are the various methods of data collection.

The Interview Method: The method involves the process of obtaining information through verbal interaction between the researcher and the respondent. The writer held interviews with the information unit as well as the branch manager who is in charge of the day operations of the bank. this method provides some advantages prominent amongst which are:

It gives the researcher the opportunity to have direct access to the people concerned. It equally enables the researcher to have first-hand information since those interviewed are directly concerned with the need information.

3.5 DATA ANALYSIS TECHNIQUES

There is the need to analyse the data with a view to resolving the study problem and achieving stated objectives. This involves the ordering and breaking down of data into constituent parts. It consists of statistical calculations performed with the raw data to provide answers to the problems initiating the research.

These factors were considered in the analysis of data. Definition of the population, sampling technique and the control of relevant variables. Population: Akuezilo (1973) in research, population is a relative term, which symbolises not just people but also animals, events and objectives of the research. There are other studies in which market women, youths married men or parents constitute the population in this study. The population here is the banking industry but a sample has to be taken to represent the population being staff of Standard Trust Bank Nig., Ltd Zaria Branch.

Personal interview for the purpose of information generation was used. This interview was directed at the information unit, which to the best of my knowledge is reliable as this unit is in a better position to know the administration and operation of the bank.

Write-ups by professionals who are knowledgeable in this subject were also read and analysed. Journals and textbooks were additional sources of data use for this research work.

3.6 JUSTIFICATION OF RESEARCH METHOD

Whatever form of research methodology adopted is dependent on the type of information required and its value.

This type of study requires adequate description of the variables in the problem model, thus the research is purely descriptive with the use of primary and secondary data.

Since it is quite impracticable to cover the entire population being so large, the sample technique is used instead, in as much as the sample chosen adequately represents the entire population to permit generalisation of the total population.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

The presentation and analysis of raw data of an investigation are the means through which the research problem is answer and the stated hypothesis tested.

Analysis is the ordering and breaking down of data into constituent parts. It consist of the statistical calculations performed with the raw data to provide answers to the questions initiating the research. The interpretation takes the result of the analysis, makes inference pertinent to the research relations studied and draws conclusion about these relationship.

This research was carried out to correlate the relationship between motivational inducements and employee performance in Standard Trust Bank Nig., Ltd., Zaria Branch with a view to making a broader inference as regards the banking industry in general.

4.2 HISTORICAL BACKGROUND OF STANDARD TRUST BANK NIGERIA LIMITED

Standard Trust Bank Nigeria Limited has a very recent history in the Nigeria banking sector. It took off from the distressed ruins of the former Crystal Bank of Africa. It came on stream in August 1997 and immediately recognised that the only way it could create a niche in the market was to personalise its services. On the onset of the bank, one of its growth strategies was to establish Business Office in every state capital in Nigeria in addition to other locations with identifiable but unharnessed business opportunities within the first three years of its operations. This vision was new and daring and had no industry precedence.

Today, this vision has culminated in the establishment of seventy-eight operational offices in all states of Nigeria and major commercial centres, up from fifty-eight in 2000 and twenty in 1999, a significant growth in it's National Branch Expansion Programme, which the bank vigorously pursues.

Shareholders funds increased to ₦4.36 Billion in 2001, compared to ₦ 2.88 Billion in 2000 and ₦ 2.08 in 1999. Equally, deposit liabilities base rose to ₦ 52.16 Billion in 2001 as against ₦ 31.2 Billion in 2000 and ₦ 15.4 Billion in 1999. While the asset base went up to ₦ 60.52 Billion in 2001, as against ₦ 40.3 Billion in 2000 and ₦ 21.3 Billion in 1999. The bank now has total staff strength of 2,033 employees who render efficient services supported by robust information technology in line with the global trend.

The Zaria Branch of the bank started operations in the last quarter of 1999 and is today one of the foremost bank branches in Zaria, highly reputed for its efficient service delivery and consistency. The branch has staff strength of twenty-two employees.

4.3 SAMPLE CHARACTERISTICS

A total of twenty questions were distributed among the employees of the bank. the questionnaires are designed to cover two sections: A and B. Section A deals with background details such as sex, age, marital status, educational attainment, experience and position in the bank. Section B covers the main research questions, which are based on motivation variables.

The table below shows details of the questionnaires distributed and responses obtained.

Table 4.1: Details of the Questionnaires Distributed and Response Obtained

Number of questionnaires distributed	Number of questionnaires returned	Percentage returned
20	16	80

Source: Research Questionnaire Administered Feb. 2005.

From the table above, a total of 20 questionnaires were distributed with 16 returned having been duly filled representing 80% response rate of the sample under study. The researcher believes the response rate is large enough to make adequate representation of the sample under study.

Out of the 16 questionnaires completed, 15 were male while only one was female. The sex distribution is represented in the table below.

Table 4.2: Sex Distributions of Respondents

Sex	Frequency	Percentage %
Male	15	94
Female	1	6
Total	16	100

Source: Research Questionnaire Administered Feb. 2005.

The analysis of the respondents show that while there was no respondent above 40 years, 10 were under 30 years of age while the remaining 6 were between the age bracket of 30 and 40 years as represented in the table below.

Table 4.3: Age Distributions of Respondents

Age	Frequency	Percentage %
Under 30 years	10	62.5
30 – 40 years	6	37.5
Above 40 years	0	0
Total	16	100

Source: Research Questionnaire Administered Feb. 2005.

From the above analysis, we can deduce that most respondents were under the age of 30 years represented by 62.5% of the sample. 37.5% were between the ages of 30 years represented by 37.5% of the sample. 37.5% were between the ages of 30 – 40 years. This shows that the bank has the policy of employing young people. 12 of the respondents representing 75% of the sample are single while the remaining 4 representing 25% of the sample are married. This indicates that most of the employees are yet to be married.

4 of the respondents representing 25% of the sample possess H.N.D. 10 hold B.Sc. First degree while the remaining 2 has second degree (Masters) representing 25% and 12.5% respectively.

12 of the respondents representing 75% of the sample are new employees of the bank, while the remaining 4 representing 25% were brought from other branches of the bank with over five years in service. This indicates that most of the employees in the bank are new in service.

2 of the respondents are senior managers in the bank representing 12.5% of the sample, 4 of the respondents are of the supervisory level representing 25% while the remaining 10 are junior staff representing 62.5% of the sample.

Response on Section B Questionnaire

Section B deals with the main research questions, which is concerned with the motivation and performance of employees.

The first two questions elicit response on what influenced the respondent to seek employment with this organisation.

Question (one) 1 under this section asks the respondent what attracted him/her to the organisation. 8 of the respondents representing 50% of the sample chose salary as the major influence. 4 also representing 25% of the respondents choose fringes benefits as a fact that influenced interest in the organisation.

This indicates that majority of the employees were attracted to the organisation because of the attractive salary scheme offered employees.

Questions 2 asked the respondents to rank the sources of motivation in order of importance. Financial consideration was ranked the highest, closely followed by job security, 37% and 25% of the ample ranked opportunity for advancement as the next. While fringe benefits, good working environment and availability of housing and transportation were ranked equally.

4.3.1 RESPONSE ON FINANCIAL REMUNERATIONS

Question 3 was aimed at finding out whether the financial remuneration offered were adequate enough to motivate the respondents, 6 of the respondents attest that it was very satisfactory, 8 agreed that it was very adequate while the remaining said it was not satisfactory. None of the respondents responded that the financial remuneration was not commensurate with work done.

Table 4.4

Response	Frequency	Percentage %
Very satisfactory	6	37.5
Satisfactory	8	50
Not satisfactory	2	12.5
Not commensurate	0	0
Total	16	100

Source: Research Questionnaire Administered Feb. 2005.

From the table above, we can conclude that 37.5% of the sample represented felt that financial remuneration were very satisfactory enough to motivate them, 50% agreed that salary and wages are satisfactory while 12.5% responded that it is not satisfactory enough to motivate them. None felt that financial remunerations were not commensurate with their input.

4.3.2 RESPONSE OF HOUSING ALLOWANCE

Question 4 asked the type of accommodation the employee uses. 4 of the respondents said they were granted official residence while the remaining 12 responded that they used rented apartments.

Question 5 asked whether the organisation provided adequate housing allowance. The response is illustrated below:

Table 4.5

Response	Frequency	Percentage %
Adequate	12	75
Not adequate	4	25
Not adequate	4	25
Total	16	100

Source: Research Questionnaire Administered Feb. 2005.

From the table above, it can be seen that 12 of the respondents representing 75% of the sample agreed that the bank provides adequate housing allowance while the remaining 4 representing 25% of the respondents disagreed. This indicates that most of the respondents are satisfied with the housing allowance given.

4.3.3 PROMOTION OF EMPLOYEES

The next set of question focused on the possible effect of promotion on employee performance, these cover 6 – 8. Question 6 was directed to find out the rationale for the promotion of employees. 8 of the respondents representing 50% of the sample respondent that the main criterion used for promotion is based on qualification while the remaining three felt that it was through the ranks or years of service representing 50%, 31.25% and 18.75% of the sample respectively.

Question 8 intended to evaluate the impact of promotion on job commitment, albeit performance. Below is the schedule of respondents.

Table 4.6

Response	Frequency	Percentage %
Very satisfactory	8	50
Agree	8	50
Disagree	-	-
Strong disagree	-	-
Total	16	100

Source: Research Questionnaire Administered Feb. 2005.

From the above analysis, all the respondents attest to the impact of promotion on performance with 8 of them representing 50% of the sample strongly agreeing that promotion motivates employees to increased

performance. The other half of the samples agrees that promotion exerts a positive influence on the employee to increase performance.

4.3.4 RESPONSE ON MEDICAL AND SAFETY FACILITIES

Question 9 asked if the provision of medical and safety facilities are essential for increased productivity.

Table 4.7

Response	Frequency	Percentage %
Agree	16	100
Disagree	-	-
Total	16	100

Source: Research Questionnaire Administered Feb. 2005.

From the data presented, all the 16 respondents agreed that the provision of medical and safety facilities by the organisation are essential ingredients of the motivational mix to induce employees to increased productivity.

4.3.5 RESPONSE OF PARTICIPATION IN DECISION MAKING

Question 10 and 11 were focused on the participation of the respondents were taken into consideration before management decisions are taken. Below is the schedule of the response.

Table 4.8

Response	Frequency	Percentage %
Yes	4	25
No	12	75
Total	16	100

Source: Research Questionnaire Administered Feb. 2005.

From the analysis, only 4 of the respondents representing 25% of the sample responded in the affirmative that their views were taken cognisance of the management decision making process, while 123 of them representing 75% responded that their views were not recognised by management.

Question 11 asked those who responded in the affirmative the impact question 10 had on their productivity. The 4 respondents answered that it gave them sense of belonging and integration in the mission and objectives of the organisation thereby boosting their morale for efficient and increased productivity.

4.3.6 RESPONSE ON PENSION AND GRATUITY

Question 12 and 13 were concerned with the pension and gratuity scheme of the organisation.

Question 12 asked whether the organisation have pension plans for the employees. The entire respondents accepted that the organisation had plans pension of its employees. The liability for pension cost is provided for under a defined benefits scheme via payment made to an independent insurance company.

Question 13 wanted to ascertain the impact of the availability of a pension scheme on the performance of the respondent. All the respondents were of the view that since a scheme exists to take care of life after disengaging from the service of the organisation, they are motivate to performance at their peak to ensure that the organisation always operates at an optimal level by rendering efficient and prompt services to enhance profitability.

4.3.7 RESPONSE ON STAFF STRAINING

Question 14 was asked to determine whether the organisation conducts staff training courses for its employees. All 16 respondents affirmed that the bank organises periodic intensified short service training programmes.

Question 15 wanted to know how often the training takes place and the inherent benefits. The respondents all replied that the training workshop takes place every six months for every cadre of employee and that the bank publishes periodicals every month, to educate the employees on recent development in the industry and to keep the employee abreast of current banking practices. The benefits of staff training according to the respondents result in the development of the full potentials of the employee to enhance his performance in the delivery of efficient and quality services and this eventually translates to an increase in the value of the organisation.

4.3.8 RESPONSE ON OTHER REWARDS AVAILABLE

Question 16 asked if the use of transportation will yield higher employee performance and the response is illustrated in the table below:

Table 4.9

Response	Frequency	Percentage %
Yes	14	87.5
No	2	12.5
Total	16	100

Source: Research Questionnaire Administered Feb. 2005.

14 of the respondents representing 87.5 of the sample agreed that the provision of transportation would motivate the employee to higher performance while 2 of the respondents representing 12.5% said the use of transportation has no impact on their performance. This indicates that the

provision of transportation facilitates is an inducing factor for higher employee performance.

Question 17 asked respondents who are not motivate by the use of transportation to state why. The 2 respondents did not give any reason for their assertion.

Question 18 required the employees to rank the various fringe benefits in order of importance as source of motivation. The respondents ranked provision of accommodation, transportation, medical benefits and housing allowance, high vehicle loan, transportation allowance, study benefits, overtime allowances and pension and retirement benefits were averagely ranked. While staff school and food subsidy were ranked the least.

4.4 APPRAISAL ON JOB SATISFACTION

Having been asked to comment on the various motivational variables above, questions 19 – 21 were administered to elicit the respondents’ perception of their level of overall job satisfaction.

Question 19 was aimed at getting responses on whether the bank is a good employer as compared to others in the industry. The table below depicts the response.

Table 4.10

Response	Frequency	Percentage %
Very good	0	0
Good	12	75
Average	4	25
Bad	0	0
Total	16	100

Source: Research Questionnaire Administered Feb. 2005.

From the table 12 of the respondents 75% of the sample responded that the organisation is a good employer as compared to others in the industry. The remaining 4 representing 25% of the sample gave an average response. None of the respondents rated the bank as very or bad employer of labour. This indicate that the bank is a laudable employer indicated by all respondents.

Question 20 was structured to find out the response of the respondents with regards to their level of satisfaction with their jobs. The responses are illustrated below:

Table 4.11

Response	Frequency	Percentage %
Very satisfied	2	12.5
Satisfied	12	75
Dissatisfied	2	12.5
Total	16	100

Source: Research Questionnaire Administered Feb. 2005.

From the analysis above, 2 of the respondents representing 12.5% of the sample said they were satisfied with their job, 12 of them representing 75% of the sample expressed satisfaction with their job while the remaining 2 representing 12.5% of the sample said they do not derive satisfaction from their jobs. Based on this analysis, it can be concluded that the bank provides the employees with jobs in which they derive satisfaction from.

Question 12 the last in the questionnaire was an attempt to fine out the factors responsible for the employees level of satisfaction. The factors listed corresponded with those listed in question 2. The most predominant factors in the response were financial remunerations, job security, opportunity for advancement and work environment.

4.5 TEST OF HYPOTHESIS

Having presented and analysed the data, it is pertinent that the hypothesis on the analytical relationship between motivational inducements and employee performance in the banking industry be tested in order to draw a statistical inference on the attributes of the respondents based on the sample data obtained by using the percentage method of testing.

The Null Hypothesis: States that motivational inducements do not have any impact on the performance of the employee.

Alternative Hypothesis Hi: State that motivational inducements do have a direct impact on the performance of the employee.

Table 4.12

Question		Frequency	Total
3	14	2	
5	12	4	
8	16	0	
9	16	0	
10	4	12	
15	16	0	
16	14	2	
19	14	2	
20	14	2	
	122	22	144

$$\text{Null Hypothesis} = \frac{22}{144} \times \frac{100}{1} = 15.3\%$$

$$\text{Alternative Hypothesis} = \frac{122}{144} \times \frac{100}{1} = 84.7\%$$

From the computation of the data using the percentage method to test the hypothesis, it can be inferred that the null hypothesis which states that motivation inducement do not have any impact on the performance of the employee accounted for 15.3% of the sample while the alternative hypothesis which states that motivational inducement do have a direct impact and is infinitely related to the performance of the employee accounted for 84.7% of the sample.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 SUMMARY

This research undertaking has tried to evaluate the relationship between motivational inducement and employee performance in the banking industry, using Standard Trust Bank Nig. Ltd, Zaria Branch as a case study.

Chapter one of this research presented the general background of the study where the views of various scholars in the field of motivational and job relationship were articulated. The statement of the research problem such as the analysis and streamlining of motivational inducement and the impact of such on the performance of the employee were stated. Hypothesis to determine the efficacy of the statement of the problem was formulated and the objective of the study was defined to identify the various typologies of financial incentives available to the employee, examining the existing policies used by the bank to motivate its staff, determining through empirical analysis whether motivational inducements are sufficient to propel the employees to improve levels of productivity amongst others. The significance of the study was equally highlighted as providing a useful avenue for organisations on how to adequately tackle the human problem at work and defining the motivational elements necessary to induce the employee to higher performance. The scope of the study was defined with respect to geographical dimension using Standard Trust Bank Nig. Ltd, Zaria Branch as a case study and lastly operational terms were defined to conclude this chapter.

Chapter two is a review of a standard texts and relevant publications on the subject in bringing out salient information in line with the topic and

purpose of this study. The various motivational theories were discussed and these are categorised as follow:

Abraham Maslow's Motivational Theory, Douglas McGregor's Theory X and Theory Y, Frederic Herzberg's Motivational – Hygiene Theory, Theory Z, Model, Victor Vroom Expectancy Theory, Elton Mayo's Hawthorne Studies, the Management Approach to Motivation, the various rewards systems and the general features of incentive schemes were highlighted.

Chapter three presents the research approach and the techniques of data collection. A descriptive research method and in particular a case study was adopted. In justifying that suitability and convenience were the yardsticks of choice.

In Chapter four, all relevant information about Standard Trust Bank Nig. Ltd, Zaria Branch was presented. Tabular analysis was used and the analysis of the following were given: the response on financial remuneration, effect of housing allowance, the impact of promotion, the effect of medical and safety facilities, participation in decision making, the effect of pension and gratuity, the impact of staff training, appraisal on job satisfaction and other rewards available which culminated in the test of the hypothesis formulated in chapter one.

Finally, this chapter the fifth and the last of this research study summarises the preceding chapter, draws a conclusion based on the findings of the earlier chapters, states the factors that in one way or the other limited the smooth conduct of this academic expedition and it finally offers useful recommendations including frontiers for further research.

5.2 CONCLUSION

A motivated workforce is a great asset of an organisation and its attainment is dependent on the provision of a sound a system based on fairness to all in the recruitment, training and development of employees to the attainment of set goals and objectives. The importance of financial reward and employee performance cannot be over emphasised as both private and public sector have all tried to find ways by which low productivity of workers can be increased being fully aware that an unproductive workforce does not facilitate the economic development of the country.

From the motivational theories, a very significant import of the contribution of various theories is the emphasis on motivation as the key to human performance. They also suggest that good performance on a given task brings about abundant satisfaction. Human beings are motivated because of their continuous desire to establish and attain a level of considerable responsibility within the organisation.

Each worker is unique, each job and environmental is unique and each organisation is unique as well. Thus, there is no single best way to motivate a worker as each situation and worker may require a combination of different elements of motivational model will work for all organisations. The appropriate organisational structure, leadership, planning, staffing, directing, motivating and control are contingents upon the nature of the organisational environment and the task to be performed. Invariably, emphasis should be on researching and evaluating the practice and methodology that are appropriate and most suitable for that particular situation.

The pay that an individual receives determines his or her standard of living and it is commonly a benchmark of personnel success. Employees are concerned about their level of compensation not only in an absolute manner

but also in relation to the salaries of fellow-employees and to a person performing the same job for a different employer. Most employees are also interested in comparing their effort and skill with the level of responsibility and or autonomy granted him at the workplace.

High level of job satisfaction does not necessary guarantee high levels of employee productivity. Conversely, dissatisfied employees may on certain occasion exhibit a high level of performance. Thus there is no consistent relationship between job satisfaction and performance. It is an acknowledged fact that compensation specialists have tried different combinations of pay and fringe benefits to motivate high level productivity. This not withstanding, however, it is safe to conclude that irrespective of the uniqueness of the human, environment and organisational element that constitute the productive entity, the overwhelming importance, influence and necessity of motivational inducement cannot be overlooked as an essential vehicle that gears employees to increased with better productivity.

5.3 LIMITATION OF THE STUDY

In the course of this study, the researcher encountered certain constraints akin to any research. Due to the competitive nature of the banking industry, the management of the branch was guardedly not forth coming as concerted effort was made to gather information for the successful completion of this work. Also, key personnel in the bank like the Branch Manager and Accountant could not be granted access to due to the constant flow of customers in and out of their offices coupled with the huge volume of transactions that take place daily in the branch. The Project Liaison Officer Mr. Emmanuel was quite useful in this regard as concise and salient information was made available to the researcher.

Although the response to the questionnaires recorded an appreciable level, it took so much time and constant reminders for the questionnaires to be filled and returned in a fragmental manner. As such, the researcher couldn't analyse the data as and when due.

Finally, the time limit on the research conduct and report was not granted amply time and chance to further extend the research work to other relevant centres and branches. However, the little time at the disposal of the researcher was utilised effectively to manage the fact and data that was made available.

5.4 RECOMMENDATION

The psychology of motivation is tremendously complex and what has been researched, analysed and evaluated by this work is only a fragment through a highly significant portion of this field of thought.

What does it take to motivate an employee one may ask? The answer is embedded not only the organisations disposition towards the needs and aspirations but the employees' inherent attributes with regards to the internally generated drive from self-motivation.

Motivational programmes and initiatives try to inspire employees for productive performance whereas the work environment is most often than not taken cognisance of the motivation of employees require an articulate and all inclusive plan in all motivational ramifications, and the proper implementation of such to ensure an effective and efficient attainment of organisational goals.

Traditionally, work motivation has depended on external rewards such as financial considerations and conditions of service. As a result, employees have been conditioned to wait for these externally induced incentive before

self-drive can be initiated. External motivation is however temporarily dependent on the potency of rewards and in order to foster long-term sustained motivation, the organisation must inspire employees to draw their motivation, the organisation must inspire employees to draw their motivation from inside rather than outside. They should propel their employees to be self-motivated by tapping into the human desire inherent in all employees.

To this end the following recommendations are proposed to the management of Standard Trust Bank Nig. Ltd.

a. Providing Competitive Financial Remuneration

The employees rated the above factor highest among the various factors listed. Most people argue that there is no need to classify anybody as an employee who can hardly fend for himself and family. It is no wonder that in Nigeria the level of ones social status is largely determined by his pay check and it is a fundamental reason for labour turnover.

b. Design a Continuous Training and Development Programme for Employee

The organisation should endeavour to constantly up date its training and development programmes for the employees so that their efficiency and contribution to the attainment of organisation objectives will increase.

c. Provide Opportunities for Advancement

The respondents duly acknowledged the fact that this factor is a potential inducement to increased commitment, which should be positively evaluated. The opportunities for advancement should be based on a combination of experience, job performance as well as educational attainments, to ensure that it is only those that are qualified and capable, get the pinnacle of the organisation.

d. Reward Outstanding Performance

There should be an inbuilt system to evaluate the performance of employees and reward those with outstanding productivity in whatever way deemed most befitting. When this happens, other employees will be motivated to improve on their performance because of the possibility of reward.

e. Review of Fringe Benefits

These benefits form an integral part of the motivational factors, which come in various mediums, were highly rated and they should be reviewed periodically to meet changing trends and adequately cover the cost of these benefits represented.

Finally, it is not abnormal nor an unusual practice for management to communicate its problems, fears and anticipation to.

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APPENDIX

Section A: - Personnel Data

1. Sex:
2. Age:
3. Marital Status:
4. Educational Background:
 - i. Secondary
 - ii. Tertiary
5. For how long have you been in this organisation?
6. Rank:

Section B

1. What prompted you to come to the organisation
 - i. Salary []
 - ii. Fringe Benefits []
 - iii. Management Style []
 - iv. The job itself []
2. Please rank the following is importance as a source of motivation (1 representing the most important and 6 the least)
 - Fringe Benefit []
 - Job Security []
 - Opportunity for Advancement []
 - Availability of Housing and Transportation []
3. What do you think of the present salary?
 - a. Very satisfactory []
 - b. Satisfactory []
 - c. Not satisfactory []

4. What type of accommodation do you use?
- a. Personal residence []
- b. Official residence []
- c. Rental
5. Does your organisation provide adequate housing allowance?
- a. Yes [] b. No []
6. How is the staff promoted in this organisation?
- a. Based on qualification []
- b. Based on merit []
- c. Through the ranks or years of service []
- d. Others, please specify
below_____
7. How often do employees get promoted?
- a. Yearly []
- b. A period of 3 years []
- c. A period of 5 years []
- d. A period of 7 years []
8. Will promotion leads to increased commitment on the job?
- a. Strongly agreed []
- b. Agreed []
- c. Disagree []
- d. Strongly disagree []
9. Is the provision of medical and safety facilities essential for increased productivity?
- a. Essential []
- b. Not essential []

10. Are your views taken into consideration in decision making?
a. Yes [] b. No []

11. If yes, what impact does it have on productivity?

12. Does your organisation have pension scheme?
a. Yes [] b. No []

13. If yes, what impact does it have on performance?

14. Does your organisation conduct staff training courses?
a. Yes [] b. No []

15. If Yes, how often does this take place and of what benefit is it to the organisation?

16. Will the use of transportation yield higher employee performance?
a. Yes [] b. No []

17. If yes, why?

18. Please rank of the following fringe benefits in order importance as a source of motivation (1 represent the most important and 10 the least)

- Provision of accommodation []
- Housing allowance []
- Transportation allowance []
- Vehicle loan []
- Medical benefits []
- Pension and retirement benefits []
- Overtime allowance []
- Study benefits []
- Food subsidy []
- Staff school []
- Transportation []

19. Do you consider your organisation a good employee as compared to others in the industry?

- a. Very good []
- b. Good []
- c. Average []
- d. Bad []

20. On the whole, would you say you are:

- a. Very satisfied with your job
- b. Satisfied with your job []
- c. Dissatisfied with your job []

21. If satisfied with your job, please list the factors responsible for your level of satisfaction
