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Relationship between Employee Motivation and Productivity among Bankers in Nigeria

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ABSTRACT The study aimed at examining the relationship between employee motivation and productivity among 95 male and female bankers in Nigeria, using the ex-post facto research redesign, purposive and convenient sampling techniques. Data was collected from the participants, using a validated questionnaires. Two hypotheses (H_0 and H_1) were stated and tested respectively. The results showed that there is a significant positive relationship between employee motivation and productivity ($r = 0.60$, $p<.05$). Hence, the hypothesis H_1 was confirmed and accepted. Based on the results, the study concluded that employee motivation is a significant factor in ensuring higher level of productivity in the banking section. The study therefore, recommends that the personal needs of employees must be given a consideration when applying motivation so that each employee will be able to concentrate at work and consequently, give their best to the organizational outputs.

INTRODUCTION

Employee productivity remains an issue of concern to the managers of organizations, administrators, investors and scholars (Hafner et al. 2015). In other words, in the contemporary world, one of the major concerns of business organizations is how to improve employees' productivity levels (Al-Dabbagh 2015). Moreover, the general problems that are intrinsic in the organizational set up are low salary, asymmetrical promotional structure and lack of acknowledgment of workers accomplishments, which dampen employee morale, and consequently affect productivity (MC Forson 2012). Most of the related studies that were previously conducted in the area of employee motivation were viewed in connection to job performance (Cerasoli and Ford 2014; Kuranchie-Mensah and Amponsah-Tawiah 2015; Mamdani and Minhaj 2016), even in those that were conducted in the context in Nigerian economy aimed at the effect of motivating and hygiene factors on job performance (Muogbo 2013).

However, the present study seeks to investigate the construct of productivity instead of the usual concept of performance, because measuring job or employee performance is controversial. That is, performance is subjective in measurement while productivity is objective. In view of the above, the main objective of the present study is to empirically investigate the relationship between employee motivation and productivity among bank employees in Nigeria. The subsidiary objective on the other hand, is to specifically examine the nature of relationship that might exist between employee motivation and productivity.

Literature Review

Employee Productivity

According to PHE (2015), the simple, archetypal view of productivity is concerned with measuring inputs in relative to outputs. It can be calculated as the amount of output generated from an input in a given amount of time (PHE 2015). Mc Forson (2012) describe employee productivity as the extent to which an organization-

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al member contribute to achieving the objectives of the organization.

Motivation

Motivation refers to some driving force that impels individuals to achieve set goals or targeted objectives, in order to fulfill some need or expectation (Reeve 2015). It involves the psychological, physiological and the social aspects of human beings (Cerasoli and Ford 2014). Basically, it explains why people choose a particular course of action in predilection to others, and why they continue with a preferred action, which often cover a long period and in the face of complications and problems (Odukah 2016).

Specifically, in the context of work, motivation explains the conditions that influence the arousal, direction and maintenance of behaviours that are pertinent to the work setting (Reeve 2015). Furthermore, motivating employee serves as a strategy that is used by managers of human resource to enhance employee productivity. In the present study, motivation is considered as the benefits or incentives that are inherently structured with banking jobs, to satisfy the needs or wants of the bankers, in order for them to yield produce desirable performances on their individual roles and responsibilities.

Employee Motivation and Productivity

Odukah (2016) in her study of the factors influencing employee motivation reports that the motivation of the staff at Equator Bottlers was influenced by employee performance acknowledgment, working conditions, training and development. Similarly, Achie and Kurah (2016) scrutinized the role of financial incentives as a motivator in employee productivity in Nigeria electricity distribution companies. The study found that though employees enjoy some financial incentives, opportunities for progress on the job, yet they were still not satisfied with the condition of service. The study also found that participants in the study expressed that they were less satisfied with the level of management/ employees relationship in the organization, and those were the reasons for the low productivity levels that were observed.

Correspondingly, Mamdani and Minhaj (2016) examined the effects of motivational incentives on employee performance among 154 male and female bankers in Karachi, Pakistan. The study revealed the various ways by which employee could be motivated including the monetary and non-monetary recognition based incentives. The results of the hypotheses indicated that motivational incentives have a significant impact on employee performance. The study concluded that although, incentives have an impact on employee performance, the participants did not express loyalty to their employers, and they were willing to switch their jobs if better opportunities came their way.

Furthermore, Kuranchie-Mensah and Amponsah-Tawiah (2015) reported in their study of employee motivation and work performance that due to the high risk rate as a factor that are associated with the mining industry, the management had to ensure that employees were well motivated to curb the rate at which employees embarked on industrial unrest, which negatively affected performance. Moreover, Nair and Ganesh (2016) stressed in their study of the effect of motivation, stress and compensation benefits on employee performance among professionals, that employee motivation is the best way to ensure maximum efforts toward delivery within the stipulated time. The study found that there are significant relationships among compensation benefits, motivation, work-stress and job performance.

According to Mc Forson (2012) in her study of the impact of motivation on the productivity of employees, findings alluded to the fact that, alongside monetary incentives, another key factor in motivating employees is to involve them in the process aimed at attaining organizational effectiveness because without their co-operation and support a great deal of managerial energy may be wasted. Similarly, in a study of the impact of employee motivation on organizational performance, which was conducted by Muogbon (2013), it was reported that there is a relationship between employee motivation and the organizational performance. The study further revealed that extrinsic motivation given to workers in an organization has a significant influence on the workers performance.

Statement of Hypotheses

Based on the above literature, researcher stated the following hypotheses:

H_0: Employee motivation will not significantly relate to productivity.

H_1: Employee motivation will significantly relate to productivity.

METHODOLOGY

Research Design

The ex-post-facto research design was adopted in the study, because the researcher did not actively manipulate any of the variables. Moreover, opinions of the respondents were sampled by using a validated questionnaire. Hence, productivity was the dependent variable of the study while the independent variable was employee motivation.

Population Sample and Sample Size

The population sample or participants of the study comprised of bank employees that were working under the employment of the private commercial banks within Ibadan metropolis of Oyo-state in Nigeria. They were all speakers of English Language in addition to their native dialects. The researcher applied the convenience and purposive sampling techniques to sample 95 male and female bank staff.

Measures

A structured and validated questionnaire was used in eliciting data from the participants, concerning the variables in of interest in the study. The questionnaire was divided into three sections. Section A of the questionnaire is made up of socio-demographical data while the Section B contains a 8-item scale of productivity that was developed and validated in the study with a 5-point response format, which ranged from 1/(Strongly disagree) to 5/(Strongly agree). The participants who indicated strongly agreed to a positive statement scored 5 while those who indicated strongly agreed to a negative statement scored 1. Hence, a high total score represents a high level of productivity while a low total score represents a low level of productivity. The study reports a Cronbach Alpha coefficient value of 0.73 for the scale.

Similarly, a 9-item scale of employee motivation, which was developed and validated in the study with a 5-point response format that ranged from 1/(Strongly disagree) to 5/(Strongly agree), was used in measuring motivation. The participants who indicated strongly agreed to a positive statement scored 5 while those who indicated strongly agreed to a negative statement scored 1. Hence, a high total score represents a high level of motivation while a low total score represents a low level of motivation. The study reports a Cronbach Alpha coefficient value of 0.69 for the scale.

Procedure of Data Collection

Participants were approached individually in their various offices and their consents were sought through an informed consent form. This was accompanied by a brief explanation, which was given by the researchers, about the importance of the study. Hence, all the participants participated voluntarily. Moreover, the participants were instructed to make their identities in terms of names and organizations or identity number confidential in the course of the study.

In the same vein, the convenience and purposive sampling techniques were adopted in extracting a representative sample size from the population. A questionnaire form was given to each of the participants to fill at their convenience. Hence, some of the participants took the form home, filled and submitted to the researcher the next day while others filled the questionnaire immediately in their offices and equally submitted directly to researcher. The process of administration and retrieval of questionnaire lasted for three (3) days. Among the one hundred and three (103) questionnaire forms that were distributed, ninety-five (95) were perfectly completed and retrieved respectively. The remaining eight (8) questionnaires were excluded on the account of missing data or information. Therefore, a total of ninety-five (95) completely filled questionnaires were subjected to data analysis.

Statistics

The ninety-five (95) screened questionnaires were analyzed using the Statistical Package for the Social Sciences (SPSS) software. The hypotheses that were stated in the study were analyzed using Pearson Correlation Analysis.

RESULTS

The results in the Table 1 show that there is a significant positive relationship between employee motivation and productivity ($r = .605$, $p<.05$). The results imply that employee motivation is significantly related to employee produc-

Table 1: Pearson correlation analysis showing the relationship between motivation and employees' productivity

		Motivation	*Productivity*
Motivation	Pearson Correlation	1	.605*
	sig. (2-tailed)		0.046
	N	95	95
Productivity	Pearson Correlation	.605*	1
	sig. (2-tailed)		0.046
	N	95	95

*. Correlation is significant at the 0.05

tivity. Thus employees will produce at a higher level in the presence of motivational packages. Hence, the hypothesis which stated that employee motivation would significantly relate to productivity was confirmed while the hypothesis which stated that employee motivation will not significantly relate to productivity was rejected. In other words, the H_1 hypothesis was accepted while the H_0 hypothesis was rejected.

DISCUSSION

The main purpose of this study was to investigate the relationship between motivation and productivity among bank employees in Nigeria. Based on the outcomes of the statistical analysis, the results showed that there is a significant positive correlation between employee motivation and productivity. This implies that, for employees to produce at a higher level, the employers must appropriately motivate their employees individually by providing them their specific needs. According to Maslow, any organization that seeks a higher level of productivity from the employees must provide effective means of satisfying the individual needs of the employees (such as good salary package, bonus, transportation, security, affiliation to workers union, consistent promotion and others). Any organization that is constantly getting herself acquainted with the momentary needs of her employees, and provides effective means of meeting the employees' need is capable of inspiring the individuals towards actualization of the goals and objectives of the organization.

The above result is supported with the findings of Achie and Kurah (2016), which states that though employees enjoy some financial incentives, opportunities for advancement on the job, they were still not satisfied with the financial incentives, condition of service and management/employees relationship, which has negatively affected their levels of productivity. Mamdani and Minhaj (2016) revealed the various ways by which an employee could be motivated, which include the monetary and non-monetary recognition based incentives. Similarly, Odukah (2016) in her study of the factors influencing employee motivation reports that the motivation of the staff at Equator Bottlers was influenced by employee performance recognition, working conditions, training and development.

Furthermore, Kuranchie-Mensah and Amponsah-Tawiah (2015) reported in their study of employee motivation and work performance that due to the risk factors that are associated with the mining industry, the management had to ensure that employees were well motivated to curb the rate at which employees embarked on industrial unrest, which negatively affected performance. Moreover, Nair and Ganesh (2016) stressed that employee motivation is the best way to ensure maximum efforts toward delivery within the stipulated time.

CONCLUSION

In conclusion, evidence from the findings and discussion above showed that there is significant relationship between motivation and employee productivity. The study therefore concluded that for employees to be highly productive, managers must effectively motivate the individual employees. The study also concludes that the quality and appropriateness of a motivational strategy determines the levels of productivity of employees.

The above conclusion has a practical implication for the human resource department of organizations, to work proactively in ensuring that employees produce maximally on their jobs. Human resource practitioners and managers must relate with employees individually and see to their needs. When an employee's needs are met at a particular time, he or she will have a positive state of mind and be committed to the work. However, the main challenge for the aforementioned professionals is how to help a higher producer employee to sustain his or her production capacity or increase it. Another challenge is, the fact that an employee's present needs are met, and he or she produces at a high rate does not guarantee a repeat of such level of productivity in the subsequent days. Hence, until managers begin to see employees as dynamic organisms whose needs and wants change every day, and be proactive or prompt enough in managing to the changes, by responding adequately to the needs and wants, employees may not give their best at all times.

RECOMMENDATIONS

In view of the above, the study therefore recommends the following:

- The physical working environment should be well organized as a way to motivate employees in increasing their productivity level.
- Employers should make provision of work enhancing facilities a priority.
- The relationship among and between employees, supervisors and subordinates should be much more cordial and allows for respects to one another. This will positively affect the productive capacities of members of the organizations.
- Employee's personal needs should be promptly met based on individual employees' differences.

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