



## WORKFORCE MOTIVATION AND PERFORMANCE IN THE NIGERIAN BANKING SECTOR

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### ABSTRACT

Motivation, being a decision making process through which the workforces' goal-directed behaviour is originated, strengthened, directed and sustained towards the organization's effective and efficient work performance is a necessity for any workplace that desires enjoying the maximum co-operation of its employees for prompt achievement of its set goals. The study examines how employees' motivation contributes to the performance of some selected banks in Akure city, Ondo State, Nigeria. This was with the sample size of One Hundred and Twenty respondents. Stratified sampling technique was therefore employed for the study with the use of structured questionnaire to obtain essential information from the respondents. The method of data analysis for the study includes percentage for socio-demographic characteristics and Pearson, Product Moment Correlation Coefficient (PPMC). The findings of the study established a significant relationship between motivation and employees' performance in the selected banks in Akure. The study therefore recommends upward review of the banks' motivational schemes so as not to only attract their new and existing staff, but to as well retain them for better work performance and higher quality service delivery.

**Keywords:** Career Advancement, Employees' Performance, Motivational Drives, Organizational Achievement, Workers' Motivation

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## 1. Introduction

Currently in the world of work and keenly competitive business environment, every organization – irrespective of the nature and scales makes every effort to ensure competitive advantage(s). This is with a view to ensure better performance and enhanced productivity through its effectiveness. However, in an attempt to achieve this, it is therefore expedient for the workplace to clearly outline its objectives, and also possess in-depth knowledge of how to go about the prompt achievement of these by optimally and judiciously utilizing its available resources. However, pointing out an organization's resources; it is the human resources that fill all the gaps between each step to the organization's greatness as employees are those who make use of their aptitudes and know-how to proffer needed supports for the realization of the set targets. Therefore, organizations considering workforces as their treasured assets and central pillars of their businesses do constantly increase the level of motivation offered to the workers, given that this tends to result in higher corporate performance in the long run (Adi, 2000, Anka, 1988 & Rothberg 2005).

Due to the realization of the fact that human resource management must play a strategic role in the organizational success of the workplace, the role of the human resource Manager is evolving with the change in the competitive nature of the contemporal market environment as establishments that fail in making motivation of its workforces a priority risk the possibility of facing the terrible consequences, as their rivals could outsmart them in the strategic employment of their human resources. Also, with the upsurge in both local and global business competition, organizations are necessitated not only to be duty band in become more adjustable, resilient, responsive, but also customer-focused so as to succeed. This is addition to becoming a strategic partner, an employee's advocate or sponsor, and a change mentor within the organization. Likewise, in a bid for any organization to record superlative success, and as well be able to compete favourably with the competitors, its management team must be business driven through a comprehensive understanding of the importance of proper workers' motivation for enhanced work performance as this is probable through strategic personnel retention and talents development (Lameck, 2014).

Motivation is an effective instrument possessed by managers to stimulate employees and create confidence in them. By motivating the workforce, organization creates in the employees "will to work" spirit which is indispensable for the achievement of organizational goals (Chhabra, 2010; Cole, 2004). This is due to the fact that greatly skilled, highly reliable and vast experienced workforces are valuable assets for any organization as it is evident that these employees are more likely to have high performance leading to enhanced productivity in a highly competitive, global environment, organizations where there is constantly pressure for retention of workforce who are team players.

The problem related to the employees' job dissatisfaction and associated attitude towards work is globally on the increase as the situation is even worse in the yet to develop countries of the world like Nigeria where conditions of work are not in any way attractive. As stated by Ajayi (2019), in the past years now at

work, monetary motivational tools have always been used to arouse employees' morale and work performance. Therefore, motivational drives or non-monetary motivational tools have failed to be appropriately recognized as a contributing factor of employees' performance given that the sufficient availability of financial rewards in the workplace does not prevent employee's performance from diminishing or dwindling some times. This suggests that there is a limit to which monetary reward such as money can draw performance from the employees. This is corroborated by Grant (2010) that workforces can hardly be motivated solely for so long monetarily as the potency of money to increase their performance tends to reduce, particularly when the workers are over familiar with a specific financial reward. This is equally supported by Uzona (2013) that organization's staff members with dissimilar background and cultures would not be motivated adopting the same motivational techniques denoting that different techniques may be required for application for different cultures or regions.

The low work performance or poor service delivery experienced sometimes in the Nigerian banking system can be attributed to the drop in the productivity of staff members which can as well be due to too much pressure being mounted of these bankers to meet the organizations' heightened set targets coupled with the poor use of motivational drives by the management of the banks to increase the workers' commitment as the workers hardly have time for home cores and personal obligations. Most workers in the Nigerian banking sector do have their job affected adversely when they are not recognized and commended adequately enough for a properly done job. This is in addition to when they are not made to have enough sense of belonging or importance at work, when they are not given freedom of operation or opportunity to make decisions bothering on their jobs, when opportunities for career progression and personal growth are lacking, their work performance is as a result dropped.

For example, it was recently reported that a large number of commercial banks in Nigeria, exclusively the new generation ones in which First Bank, Heritage Bank, Eco Bank and United Bank for Africa were not exceptions set goals and profit together with liability targets that are far-fetched for the staff members. These were with obviously stated conditions of either confirmation of appointment or promotion or even termination of appointment of the workers who could not achieve the set targets, while the problem here is whether the employees are motivated enough or given a standard and conducive working environment in which to improve their working ability (Adeola & Adebisi, 2016)..

Hence, it is considered expedient to ascertain those motivational drives that really and easily motivate workers toward higher and better work performance particularly in the cash-strapped economy as Nigeria, where money is no more seen as the main motivator for the workers. For instance, First bank of Nigeria Plc has neglected or has not done well enough in improving the performance of its workforces (Umar & Cross, 2020). This is particularly in the area of administration of motivational measures for the workers as money that could have been expended on staff development through training and re training had been utilized for recruitment of new workforces (cheap labours) who would also have a short stay in the bank and later go elsewhere due to poor motivation in the organization (Blanchard, 2009).

It is on this background that this study is carried out on workforce motivation and performance in the Nigerian banking sector with a focus on the selected banks (First Bank, Heritage Bank, Eco Bank and United Bank for Africa) in Akure, Ondo - State, Nigeria. This is with the specific objectives to investigate the relationship between motivation and employees' performance in the selected banks in Akure.

## **2. Literature Review**

### ***Concept of Motivation***

Motivation, according to Shanks (2012) refers the act having to do with the provision of motive capable of making an individual to act. In relations to Re'em (2011), motivation was derived from the Latin word "motus", which is a form of the verb "movere" meaning to move, impact, excite and affect. Buchanan (2010) describes the term as a decision making process through which a person makes a selection of the preferred outcomes and sets into motion the behaviour deemed appropriate to him. Motivation as a concept means a force that sustains or changes the quality and direction of a behavior. It is the driving force that inspires someone who is an employee into an action so as to realize the objectives of the organization.

However, employees' motivation is therefore considered by Dubrin (2012) as the forces starting and keeping a person at work in an organization. It is something that makes an individual to be put into an action, and to as well continue in the course of action which had already been initiated. It is maintained further that employee's motivation denotes the way an employee is inspired at work so as to intensify his willingness to expend his energy for the achievement of the organization's objectives. Thomas (2012) submits that since the desire of every workplace is to obtain and enjoy the fullest co-operation of its workforces, all efforts should therefore be directed towards how best to ensure their motivation inform of incentives or rewards offer, good leadership and, importantly through recognition of work well undertaken. This is to guarantee work environment that goes a long way in ensuring employees deliver promptly the results that would be in accordance with the management's expectations.

### **Motivational Drives**

Motivational drives are known as non-financial rewards. They are psychological rewards that employees enjoy from the job and work environment These focus more on the psychological requests of workforces who possess the ability to enhance their commitment and performance (Ajayi, 2019). Motivational drives do concentrate on personal growth, influence, recognition, autonomy and responsibility at work as these are more advantageous to employees than financial rewards. Furthermore, motivational drives guarantee employees' need for responsibility, growth, independence and recognition, while having no financial implications, but workers' career development (Pfeffer, 2009).

**Concept of Performance**

Performance can be referred to the art of undertaking something with so as to record the desired success, using acquired knowledge rather than just possessing it.

**Employee's Performance**

According to (Lameck, 2014), employee's performance is the act involving the willingness of an organization's member of staff to ensure that he achieves new aspects of his job. To Akanbi (2011), employee's performance is how well an employee is able to carries out his or her duties, which can be evaluated qualitatively or quantitatively as this concept can similarly be assessed from the employee's behaviour which is in alignment with the norms and values of the workplace. Also, Said, Ahmad, Zahari, and Salleh (2015) described the employee's performance from the contextual perspective by asserting that employees with greater contextual performance tend to have more commitment and satisfaction with their work when comparing them with their counterparts with low contextual performance as this is an indication that both work commitment and job satisfaction serve as orchestrators of contextual performance. Said, Ahmad, Zahari, and Salleh (2015) therefore add that employee's work performance tends to increase when he is satisfied as this will definitely result in his dedication or commitment as all these are dependent on how much motivation he gets from his workplace.

**Performance Measurement**

In accordance to Ahuja (1992), productivity, efficiency, effectiveness, quality and profitability are some of the factors to be considered in measuring work performance in the workplace. Profitability is the capacity to make profits steadily over a period of time. This can be expressed as the ratio of gross profit to sales or return on capital used. This lies on the organization's efficiency and effectiveness. Efficiency is bothered on the capability to ensure the desired outcomes through the utilization of possible minimum resources, whereas effectiveness is the power on the part of workers to realize the sought after objectives or target (Ahuja, 1992). Likewise, productivity was also expressed as a ratio of output to input. This is a measure of how input resources are being transformed by persons, organization and industry into useful products which could be goods or services. The measure of how much output is created per unit of resources used. Quality is the characteristic of products or services that bear the power to gratify the specified or implied needs.

**3. Theoretical Review**

In an effort to describe the link between workforce motivation and performance, two different theories (Likert theory and Abraham Maslow's hierarch of needs theory) were reviewed, while Maslow's hierarch of needs theory upon which this study was anchored was thereafter adopted.

**Likert Theory**

Likert theory on motivation was developed in 1961 by Rensis Likert who was a Director of the Institute of Social Research, University of Michigan, United State of America. The theory sought to tackle issues regarding organizational diversity and particularly motivational problems which are so worrisome in the 21st century. However, the theory was predominantly bothered on high producing and low producing

managers. The former, in relations to Rensis's research, were individuals who could achieve the highest productivity at the lowest costs and also the highest levels of employees' motivation. The latter, in contrast, generated higher costs and lower employees' motivation. Rensis's discovery then pointed out that the high-producing managers have tendency to build their accomplishment on interlocking and tightly knit, groups of workers whose cooperation had been gained by means of attention to a range of motivational forces. These motivational forces encompassed economic and security motives together with ego and creativity motives otherwise known as self-actualization in the terminology of Maslow (Lameck, 2014).

According to the theory, it is possible for the organization's management to achieve high performance when employees perceive their membership of a work group to be supportive. That is, when they have a feeling of personal worth and importance from belonging to it. It is maintained further that there must be pleasant working relationships between managers and their subordinates for the former to be in position to motivate their workforces towards enhanced performance. The theory then highlighted unaware managers, inadequate buildings, out-dated equipment and entrenched attitudes as barriers to workforce motivation which must be well tackled by the management of the workplace for any organization to record high employees' performance (Lameck, 2014).

### **Maslow's Hierarch of Needs Theory**

Abraham Maslow developed hierarchy of needs' theory in 1943. The theory is a classical explanation of human motivation as it observed the innate curiosity in persons. The theory highlights that man is a deficient being whose needs hinge on what he possesses as it is unsatisfied need that induces behavior; and also that man's needs are set in level of importance as until a need is satisfied, another one will not emerge. The theory supposes that within each person there is a layer of five needs and that the inevitability of these needs is dissimilar. These five needs are:

**i. Physiological Needs:** Physiological needs are the physical inevitabilities for survival of human beings as man can hardly live or survive well in a situation where these necessities of life are not satisfied. Physiological needs are deemed as the most important and which are required to be first gratified as without these, the other needs cannot be satisfied. These needs include: food water, and shelter (Korankye, Xiao & Darko, 2018).

**ii. Safety Needs:** A person's safety needs can only take preeminence and control behaviour after the physiological or basic needs must have being met and satisfied. Safety or security needs are bothered with keeping individual harmless and these include job security, shelter, health, and safe environments. However, ordinarily, an individual will always look for safety or feel secured in an environment before making effort to meet any other higher level of need (Korankye, Xiao & Darko, 2018).

**iii. Social Belonging:** The next level of human needs is interpersonal after the physiological and safety needs are met and satisfied, and this involves the feelings of belongingness. Social belonging needs encompasses: intimacy, friendship and family (Korankye, Xiao & Darko, 2018).

**iv. Esteem Needs:** Esteem needs are known as ego needs. The needs are grouped into internal esteem (self-respect, competence, confidence, freedom and accomplishment) and external esteem (recognition, power, status, status, attention and admiration, admiration and attention). This class of needs present the typical human being with the yearning for value and acceptance by other people.

**v. Self-Actualization:** This level of need was describes by Maslow as a man's full potential and how to bring into fruition that potential. Maslow considers this level as the need to attain all that a person can, so as to become the best that it is possible to become.

Following the Maslow's notion, what motivate persons are the unsatisfied needs as the succeeding need is always forced to come up instantly each of these is met. Maslow therefore classified the five needs into two distinct groups - Lower-order needs and Higher-order needs. The physiological and the safety needs he categorized as the lower-order needs as he believes that these needs are mostly satisfied hastily. He then grouped social, esteem, and self-actualization needs as the higher-order needs which are usually satisfied internally, i.e., inside an individual.

Abraham Maslow's hierarch of needs theory is therefore deemed more appropriate for this study out of all the theories of motivation as a result of its ability to explicate on the sequence of how employee's behaviour can be directed, invigorated, and sustained at work, thus helping to recognize main classes of need capable of assisting managers to generate effective supports for the right workforces in the organization.

#### ***Empirical Studies***

More also, Korankye, Xiao and Darko (2018) conducted a study to ascertain the motivational packages having effect on the performance of employees of selected organizations in Ghana. The study adopted descriptive survey as the research design with the sample size of 120 out of the population of 200 respondents. The findings of study established salary, recognition, training and development, effective communication and bonuses as the motivational packages used by organizations for the workers' work enhancement. The findings showed that bonuses were the most influential and beneficial motivational package in the studied establishments.

Similarly, Abdi - Muse (2019) examined the impact of employee's motivation on the organizational performance with the specific objective of establishing the relationship that exists between reward systems and organizational performance of the case study company. The findings therefore indicated that there was positive and significant relationship between the management's introduced reward system for the staff members of the company and the overall performance of the establishment.

#### **4. Methodology**

The study utilized descriptive survey design by reason of its appropriateness to capture and describe the details of the relationship of different variables, while the used data source was primary through the employment of structured questionnaire. The study as well accessed and made use of related journals

and textbooks. The questionnaire was given directly to the respondent and responses were instantly collected, except where the respondents demanded for more time.

The questionnaire comprises two segments. The segment I gives description of demographic information and educational background of the respondents, while the segment II was meant to investigate how motivation influence employees' performance the selected banks in Akure city, Ondo State, Nigeria. The questionnaire was structured in such a way that it could be understood with ease by the respondents and was equally designed in a close ended form adopting four Likert-scale with 1 = strongly disagree, 2 = disagree, 3 = agree, and 4 = strongly agree. While the fundamental duties of the banks' staff that partook in the survey comprised: administration officer, cashier, account officer, customer service representative, security officer, bank product manager, supervisor, POS requests' officer, and teller

However, cronbach's Alpha was employed to examine the instrument' reliability. In view of the fact that satisfactory value is required to exceed 0.7 for the scale to be reliable (Pallant, 2007), thus, as indicated in table 1 below, the Cronbach's Alpha values for all the variables posits a high reliability and the overall measure of the scale is highly reliable since the Cronbach's Alpha value exceeds 0.7 (0.831), showing high internal consistency among all the items included in the scale.

**Table 1 Cronbach's Alpha**

<b>Variables</b>	<b>Number of Items</b>	<b>Cronbach's Alpha Value</b>
Overall	10	0.831
motivational packages	5	0.811
employees' performance	5	0.798

Source: Field Study, 2020

The used questionnaire was adapted from the reviewed literature and was thereafter ratified by an expert in the field of human resource management who as well has much experience in questionnaire design. The questionnaire was structured in such a way that it could be understood with ease by the respondents and was equally designed in a close ended form adopting four Likert - scale with 1 = strongly disagree, 2 = disagree, 3 = agree, and 4 = strongly agree, while stratified sampling technique was employed for the study in the study area.

The population of the study was made up of every employee in the selected banks in Akure city. The study used a hypothetical sample as a result of inability to know the total number of all the employees in the selected banks. This was in alignment with the views of Attewell and Rule (1991), and Bradford and Cullen (2012) that hypothetical sample is proper for use in an event where population of the study could not be established. However, a total number of One Hundred and Twenty (120) members of staff of all the selected banks (with 30 employees from each bank, that is, Heritage Bank, Eco Bank and UBA) were sampled. This was in line with Hill, Brierley and McDougall (2003)'s opinion that a sample size of One Hundred (100) and above are significant enough for meaningful research findings. The gotten data which were through questionnaire were analyzed with the use of SPSS (Statistical Package for Social



Sciences). In the study, descriptive coupled with inferential statistics were used. The method of data analysis for the study includes percentage for socio-demographic characteristics and Pearson, Product Moment Correlation Coefficient (PPMC)

### Hypothesis of the Study

- i. There is no significant relationship between motivation and employees' performance in the selected banks in Akure.

## 5. Results and Discussion

One Hundred and Four (104) copies of questionnaire were useably filled and given back for usage out of the total number of One Hundred and Twenty (120) copies administered on the members of staff in the selected banks in Akure. Hence, the analysis was done based on One Hundred and Four (104).

**Table 2: Socio-demographic Characteristics of the Participants**

Variable	Level	n	%
<b>Bank</b>	First	26	25.0
	Heritage	27	26.0
	Eco	25	24.0
	UBA	26	25.0
	<b>Total</b>	<b>104</b>	<b>100.0</b>
<b>Gender</b>	Male	64	61.5
	Female	40	38.5
	<b>Total</b>	<b>104</b>	<b>100.0</b>
<b>Age</b>	18-30	49	47.1
	31-40	51	49.0
	No Response	4	3.9
	<b>Total</b>	<b>104</b>	<b>100.0</b>
<b>Salary</b>	30,000-50,000	26	25.0
	51,000-100,000	45	43.3
	101,000-200,000	5	4.8
	No Response	28	26.9
	<b>Total</b>	<b>104</b>	<b>100.0</b>
<b>Years of Working Experience</b>	Less than 2	9	8.7
	2-5	49	47.1
	6-10	35	33.7
	10 years and Above	7	6.7
	No Response	4	3.8
	<b>Total</b>	<b>104</b>	<b>100.0</b>

Source: Field Survey, 2020

Result in Table 2 shows that 25.0% of the participants were selected from each of First and UBA banks, 26.0% was selected from Heritage bank, while 24.0% of the participants were selected from Eco Bank. Among these participants, 61.5.0% was males, while 38.5% were females. This indicates that majority of the respondents were female. It is also shown from the table that 47.1% were of age 18-30 years, while 49.0% were of age 31-40. However, 3.9% of the respondents declined their ages and this is denoted by 'No Response'. Therefore, the inference is that the banks chose to employ middle-aged possessing vast experience for better work commitment in the discharge of their assigned duties. In terms of the monthly salary of the participants in Naira, 25.0% earn between 30,000 -50,000, 43.3% earn between 51,000 - 100,000, while 4.8% earn between 101,000 - 200,000. Nevertheless, 26.9% of the respondents declined their salary structure. In addition, 8.7% had less than two years of working experience, 47.1% had between 2-5 years, 33.7% had between 6-10 years of working experience, while 6.7% declined their years of working experience. This implies that a reasonable number of workers of the banks under the study had some measures of wealth of work experience with which perform or carry out their works effectively with little or no difficulty.

### Hypothesis Testing

#### *Hypothesis One*

**HO<sub>1</sub>:** There is no significant relationship between motivation and employees' performance in the selected banks in Akure.

**Table 3: Relationship between Motivational Schemes and Employees' Performance in the Selected Banks in Akure.**

Variables	1	2
1 Motivation	1	.315*
2 Employees' Performance	.315*	1

\*=  $p < .05$ ,  $N=104$

#### **Source: Author's Computation, 2020**

Table 3 shows the result of the relationship between motivational schemes and employees' performance in the selected banks. As shown in table, the correlation coefficient ( $r$ ) between motivational schemes and employees' performance is .315. This value is found to be significant at 0.05 probability level. This suggests that there is a positive and significant relationship between motivation tools or factors (schemes) and employees' performance ( $N = 104$ ,  $r = .315$   $p < 0.05$ ). This result therefore concludes that there is a significant relationship between motivation factors and employees' performance in the selected banks in Akure city. This finding validates the result of the study undertaken by Korankye, Xiao and Darko (2018) which established positive and significant relationship between motivational packages and employees' work performance of the studied organization.

## 6. Findings of the Study

This finding is in coherence with the Abdi Muse (2019)'s observation from the result of his research where it was confirmed that positive and significant relationship exist between the reward system introduced by the organization for its workforces and the organization's corporate performance.

Motivational schemes for staff members of the selected banks for this study are in different forms as the identified ones sought the respondents' opinions the order of their preference and frequency of use by the banks. These include: enhanced salaries to employees; car loan scheme, housing loan scheme, fringe benefits, that is allowances; promotions; and recognition. These were then ranked based on the staff mean value in each bank. The findings of the study showed enhanced salaries to employees as the most essential to the workers of all the banks. It was revealed that this was their first priority so as for them to be able to finance their physiological needs which are basic in humans as recognized by Maslow in his hierarchy of needs theory and since adequately and promptly paid employees are usually committed to their duties and scarcely get involved in fraudulent deals compared with poorly paid counterparts.

Promotion scheme was next in rank which guarantees employee's advancement in his career development as a banker, thus, a banker is given higher pay as a reward for the higher and assigned responsibilities when he is promoted. It was confirmed that since each branch of the studied bank has maximum number of who to manage it and responsibilities allocated to it, every four years is used to serve as the banks' policy for staff promotion as this is still dependent on the number of available vacancies at each position. While everyone in the bank would desire promotion as at when due to ensure continuity and survival of the bank's operations. Recognition and fringe benefits, that is, allowances occupied the third and fourth positions. The fringe benefits are made up of allowances for: food, fuel, maintenance, responsibility, and risk.

The findings further reflected that staff of the studied banks in this research (First Bank, Heritage Bank, Eco Bank and United Bank for Africa) were used to receiving fringe benefits monthly or quarterly. Everyone in the bank was confirmed to be benefitting from this allowance than the other benefits like housing and car loans that are often peculiar to the long serving employees in the banks. Car loan scheme and employees' housing loan scheme which are not as high as the first four schemes were in the fifth and sixth positions. It then seems they are infrequently used by the banks. It was also perceived that the motivational schemes are not meant for all the staff. This might not be unconnected to the nature of employment of this set of workers, notably, the contract staff or those who were outsourced.

## 7. CONCLUSION AND RECOMMENDATIONS

### Conclusion

From the study, it could be maintained that motivation is the force that invigorates behaviour, accords direction to behaviour, and triggers the an action towards work performance as actual performance is a function of an aptitude and working conditions coupled with incentives. It is a known fact that the employee's decision on whether to leave or remain in the organization is highly dependent on the kind of

approach being adopted to ensure his or her treatment by the boss. Also, going by the findings of this study, it could be simply gathered that reward packages for employees of the selected banks in Akure city mean a lot to them and should therefore be a serious concern to the management of these banks. The gotten results from the hypotheses of the study revealed that these employees placed enormous value or importance on the dissimilar rewards offered unto them by the management. Therefore, these workforces are inclined into showing their discontentment through non-commitment to duties and poor work performance when the rewards are not forthcoming.

However, based on the findings of the study, it could therefore be concluded that motivational factors such as pay, loan schemes for car and housing, fringe benefits, promotion and recognition have effect on work performance and vice versa in the banks under the study. Hence, there is a positive and significant relationship between motivational packages and employees' performance. More also, motivational packages in the selected banks in Akure city have positive and meaningful relationship with the organizations' overall performance.

### **Recommendations**

Subsequent to the findings of the study, the following recommendations were made:

- i. It was revealed that workers of the banks under the study are used to showing their dissatisfaction through non-commitment to duties, and low work performance when their expected and deserving rewards are delayed or not offered. As a result, the study therefore recommends that the management of the banks (First Bank, Heritage Bank, Eco Bank and United Bank for Africa) should be more concerned about the feelings and needs of its staff members and not just close its eyes to them. The merited rewards should always be promptly given to the right employees (particularly the junior staff members, who always have sense of marginalization when it comes to offer of benefits to workers) without any bias or delay. This is with a view to ensure industrial harmony in the banks, since happy workforces are the performing staff of any workplace.
- ii. It was established that motivation in the form of pay, loan schemes for car and housing, fringe benefits, promotion and recognition impact on work performance of the banks' staff members. Consequent to this, it is recommended that as a matter of importance, the management of the banks under study should ensure the upward change or review of its motivational schemes so as not to only attract new and existing staff, but to as well retain them for better work performance and higher quality service delivery.
- iii. Likewise in the study, training was not ranked or indicated as part of the motivational schemes in any of the studied banks. Thus, the management of each of the selected banks should incorporate in the re-designing of its current training policies and programmes. This may encompass extra job specification, readjustment in the training courses, and provision of better and more sophisticated training facilities coupled with hire of proficient professionals for career talks and supervision of the

training and re-training exercises. This could as well take into cognizance regular in-service training for fresh and current staff so as to afford them the opportunity to increase and advance their practical and managerial skills.

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