

**Motivational Factors, Organisational Structure and Employee Job Performance In  
Selected Deposit Money Banks In South-West Nigeria**

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**In Partial Fulfilment of the Requirements for the Award of Doctor of Philosophy  
(PhD) in Business Administration**

## Certification

This is to certify that this thesis was carried out by **Idowu Adegboyega OLATEJU** with Matriculation number **LCU/PG/000822**, in the Department of Management & Accounting under my thorough supervision in the Faculty of Management and Social Sciences, Lead City University, Ibadan, Nigeria and that this work had not been previously submitted.

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## **Dedication**

This thesis is dedicated to God Almighty for His Grace and guidance throughout this programme.

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## Acknowledgment

I give all praise and adoration to God Almighty for guiding me through my course of study at this noble University, Lead City University, Ibadan. I express my profound gratitude to Lead City University, Ibadan, Nigeria, for the opportunity to undergo this degree. I appreciate the Vice-Chancellor of Lead City University, Ibadan, Professor K.A. Adeyemo, Heads of Departments and Lecturers in the University. The unquantifiable contribution of my supervisors, Dr O.O. Adepoju and Dr A.B. Onamusi, who created enabling supervision towards the completion of this thesis, can never be ignored. You motivated and helped me by mentoring and coaching me throughout this process. Thanks to Dr. Tina Akinbo (HOD, Department of Management & Accounting), Prof. Oyedokun, and Dr Adejuwon for your assistance and direction. Mr. Ibikunle and Mr. Adewumi contributed enormously to this study by supporting and advising me. I acknowledge all my colleagues and fellow students at the University, thank you. Furthermore, I say a big thank you to my mum Mrs T.A. Olateju, for her support. I am also grateful to my siblings for their understanding and encouragement. “Even though the above institution and person have assisted in the process of this research work, I alone stand responsible for the errors, if any, found in the work”.

## Abstract

This study examines motivational variables, organizational structure and employee job performance in Money Deposit Bank in South West Nigeria. Some banks have failed to recognize the importance of intrinsic motivators such as employee well-being, relationship with co-workers, relationship with managers, organizational policies and extrinsic motivators such as training and career development, good working conditions, compensation, and promotion, which enhance employee performance. A survey research methodology was used in this study. A stratified sampling technique and simple random sampling techniques were used as sampling techniques, and the sample size was determined using Slovin's Formula with a sample size of 984 was used in this study. A questionnaire was used as the research instrument. Seven hypotheses were formulated and tested based on the research questions. Data analysis was done using the Statistical Package for Social Sciences (SPSS) and SmartPLS 3.0. software for Structural Equation Models. The result of the study showed that motivational variables ( Employee wellbeing, Job security, Job promotion, Training & Development and Work-Life Balance) jointly significantly influenced Employee Performance [ $R^2 = .235$ ;  $F(5,983) = 60.091$ ;  $p < .05$ ] jointly accounted for about 23.5% of the variance observable in Employee Job Performance. The independent contribution of Employee Wellbeing, Job Promotion and Training & Development were positively significant ( $\beta = .304$ ;  $t = 9.079$ ;  $p < .000$ ), ( $\beta = .239$ ;  $t = 4.403$ ;  $p < .000$ ) and ( $\beta = .109$ ;  $t = .268$ ;  $p < .000$ ) while the independent contribution of Job Security and Work-Life Balance were not statistically significant. Furthermore, Organizational structure significantly moderates the functional relationship between motivational variables and employee performance. The study recommends that banks and financial institutions should always put motivational factors in place to encourage employees to do their best.

**Keywords:** Deposit Bank, Employee Performance, Motivational Factors, Organizational Structure

**Word Count:** 289

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## **Chapter One**

### **Introduction**

#### **1.1 Background to the Study**

Employee performance is critical to organizational success. Employee performance is how an employee carries out their responsibilities and obligations. It has been linked to outcomes, results, and achievements, as well as joint efforts and behaviours related to organizational goals monitored by employees<sup>1</sup>. Managing performance as a systematic approach with significant components such as agreement, measurement, assistance, responses and positive reinforcement influence performance expectations<sup>2</sup>. Employee performance is a combined effect of the efficiency and productivity of the employee's daily activities in meeting the stakeholders' objectives<sup>3</sup>. Employees strongly agree that incorporating the internet into their jobs has aided them in enhancing task process, education acquirement, and communication quality, resulting in improved personal and organizational productivity<sup>4</sup>. Employees are critical stakeholders in forming and developing the organisation's human and social capital. They are a vital source of knowledge and support for developing and implementing sustainable human resource management (HRM). Employees, regardless of the nature of the business, are one of the critical resources of a company. At a time when competition for the best specialists is often stronger than efforts to obtain the client, the ability to successfully manage relationships with employees can decide on a long-term market advantage.

One of the most critical human resource (HR) practices in organizations is performance appraisal, in which supervisors assess the achievement of subordinates<sup>5</sup>. The assessment aims to evaluate and enhance the employee's current performance and future prospects; it seeks to determine what an employee does. Performance appraisal is commonly considered one of the most critical human resource management features; an effective performance appraisal and

management system is a crucial part of an organization's human resource management capabilities.

Employee responses to appraisal, such as perceived employee fairness, precision, and satisfaction, are critical elements of appraisal efficiency because they can stimulate employees to perform better<sup>6</sup>. Research in performance appraisal has demonstrated that performance appraisal characteristics (such as appraisal purpose and source) can elicit positive employee reactions to performance appraisal, which can motivate employees to improve their performance<sup>7</sup>. Therefore, by focusing attention on performance, performance appraisal goes to the heart of personnel management and sets out different objectives which are directly responsible for the Career development of employees and the continued growth and development of the organizations<sup>8</sup>.

The labour market constantly changes, and the employee's role is significant. When employees can choose their preferred working hours, they tend to be more motivated and spend longer without changing jobs. In recent years, this paradigm shift increased employee autonomy, interruptions during work schedules to meet employee needs, employee participation in decision-making, workspace modelling, and rising employee creativity and productivity.

An organization is only as good as the workforce that runs the organization<sup>10</sup>. This is to say that when employees are motivated, their morale is high as such performance and productivity levels would increase, thereby, to a large extent boosting overall organizational performance level. To achieve high productivity levels, such as boosting organizational performance or productivity, managers must continually seek ways to motivate their employees. This is because a lack of employee motivation leads to reduced productivity, which harms organizational performance and continuous success.

Motivation refers to giving people incentives that cause them to act in the desired ways<sup>11</sup>. Employee motivation is vital in the management field, theoretically and practically. One of the essential functions of human resource managers is to ensure job commitment at the workplace, which can only be achieved through motivation. There is general agreement that people are motivated in situations where (1) they can participate, (2) they can feel accomplishment and receive recognition for their work, (3) where communication is frequent, and (4) there are opportunities for career and knowledge growth. "A central concern of industrial relations is the identification and measurement of factors associated with individual differences in employee job performance." And this identification and measurement are the essential functions of motivational factors or tools. Motivation is crucial for good performance, and therefore it is increasingly important to study what motivates employees for better performance.

Motivation can be categorized into two classes, namely intrinsic and extrinsic<sup>12</sup>. Intrinsic motivation arises from an employee's internal cravings to execute a task out of self-interest rather than a need or wish for some external reward. Intrinsic motivation is likely responsible for the preponderance of human learning across the life span, as opposed to externally mandated learning and instruction<sup>13</sup>. People can, for example, be simultaneously intrinsically motivated and identified for some actions, or both externally regulated and interjected, etc. Thus, in addition to looking at the unique properties of each motive type, scores reflecting either overall relative autonomy or summary scores for autonomous and controlled motives are often applied<sup>14</sup>. Extrinsic motivation is the type of motivation that arises when an employee is compelled to act in a specific way, either as a result of that employee's desire for external rewards or to avoid punishment. Extrinsic motivation also helps boost an employee's effectiveness and efficiency levels. This is because certain external factors such as adequate compensation, work environment as well as training and career development appeal to

employees as such, are essential in inspiring them to resourcefully and successfully discharge their duties. An organization that fails to provide a conducive work environment, compensate its workforce adequately, and create room for proper training and career advancement is at risk of having a demotivated workforce. Extrinsic motivation as the behaviour performed, not for its own sake, but for the consequences associated with it<sup>15</sup>. Examples include salary, benefits and working conditions. Extrinsic rewards come from the organization as money, perquisites or promotions from supervisors and co-workers as recognition. Employees are motivated by a combination of both factors at any given time. In today's marketplace, where companies seek a competitive edge, motivation is key for talent retention and performance. No matter the economic environment, the goal is to create a workplace that is engaging and motivating, where employees want to stay, grow and contribute their knowledge, experience and expertise. In an effort to find the determinants of motivation and performance in the industry, industrial psychologists and managerial practitioners have developed a variety of theories of (and approaches to) human motivation<sup>16</sup>. The responsibility for motivation is three-fold: it falls on the senior leadership, the direct manager and the employee<sup>17</sup>. Numerous factors are involved, from trust, engagement and values (individual and organizational) to job satisfaction, achievement, acknowledgement and rewards. Motivation is essential for working autonomously, as well as for collaboration and effective teamwork. Motivating employees for better performance encompasses these critical factors: employee engagement, organizational vision and values, management acknowledgement and appreciation of work well done, and overall authenticity of leadership<sup>18</sup>.

Employees should be motivated and receive adequate training to equip them with the necessary skills to do their jobs effectively. The main components for employee performance and development are satisfiers or motivation factors<sup>19</sup>. The acquisition of abilities and skills people can be affected by motivation<sup>20</sup>. It is no longer enough to increase salaries and expect

increased performance; it is more complex than that. Employee motivation affects productivity, and a poorly motivated labour force will be costly to the organization in terms of lower productivity and performance, excessive staff turnover, increased expenses, frequent absenteeism and a negative effect on the morale of colleagues<sup>21</sup>. It is a well-known fact that the success of an organization largely depends on the quality of its human resource, irrespective of the industry within which it operates. With this in mind, leaders and managers must strive to ensure that their workforce is motivated and productive. Motivation will encourage the employees or workers of the organization will seriously do their work and responsibilities. Good pay or salaries is also a valuable instrument to play a significant role in improving employee performance and an organisation's productivity. Workers are the organisation's human resources, and organizational success or failure depends on employee performance within the organization. So the managers of the organization should manage the resources efficiently and effectively to confirm the accomplishment. Motivation signifies the difficult services and needs that drive employees to complete a specific job. Motivated employees are always aware of the objective to be completed and lead his/ her determination to achieve that aim. In the organization, motivation impacts employee performance, especially those who have fewer skills. They are motivated more and contribute 100 percent to the work.

Other related motivational variables considered in this study include work-life balance and organizational culture.

Work-life balance includes a balance between work and personal life that brings satisfaction to the individual<sup>22</sup>. The dilemma for employees today is that when they compete for work demands, there is an abundance of adverse effects on the work-life balance of employees ranging from increased stress, work fatigue and disruption of family and work relationships. Many organizations in western countries recognize the importance of work-life

balance, where employees now prefer work-life balance over higher wages. Work-life balance contains three components: a balanced time, a balance of work and family involvement, and fair satisfaction<sup>23</sup>. It is time we no longer talk about a tight work bureaucracy but relaxed and flexible work because balancing work and personal life is essential for employees<sup>24</sup>. Companies must realize the importance of work-life balance consistently concerning productivity, employee performance, and improving the quality of life of employees<sup>25</sup>. Profoundly, work-life balance activities are an essential component of human resource management that receives collective and adequate attention from the government, labour employers, and researchers. This is because it is a sensitive aspect of motivation for enhanced organizational responsiveness in terms of the application and administration of work-life balance methodologies. It is also primarily associated with consistency in the time and energy a person devotes to work and personal endeavours to live a better lifestyle. Work-life balance strategies are used to improve stability between the stresses of the job and the effective management of life outside of the workplace, as well as a dynamic work environment. The multi-faceted demand between work and home responsibilities has assumed increased relevance for employees in the Nigerian work environment in recent years, and this is due to demographic and workplace changes, such as transformation in family structures, growing reluctance for a long number of hours acceptance culture, the more significant number of women in the workforce and technological advancement<sup>26</sup>. All these have made the employees have difficulty in prioritizing between their work roles and their personal lives.

Over the last few years, the move between organizational activities and domestic duties has grown in importance for workers in organizations. This is due to demographic and organizational changes such as changes in family composition, developing an aversion to long hours of work, an increment in the proportion of female workers, and technological

advancement. These factors have resulted in workers encountering difficulties in balancing their job roles and personal lives<sup>27</sup>. Inadequate work-life balance generally has an impact on employees' job performance as well as their personal lives. If employees are involved in organizational activities, organizations will aim for maximum productivity and can deal with recession obstacles better in the current economic structure. Work-life balance can be described as the integration of relationships between aspects of a person's lifestyle; the benefits and drawbacks of work-life balance or imbalance in work-life can impact society levels. When a regular work balance is recognized and maintained, it benefits both the employees and the organization's management. Work-life balance studies have significantly improved subject comprehension; however, less developed nations' awareness remains a long way off.

The work environment has been intimidating due to the recent rise in demand, and several employees are having difficulty balancing work and family life. Employees are exposed to working long hours with strict work schedules, which significantly impacts both work-life activities and requirements. Despite the widespread quest for work-life balance, few have discovered a satisfactory significance and theory. Work-life balance does not indicate equal credit; it refers to fine-tuning the work process to allow workers to combine work with other domestic chores like caring for children or elderly relatives<sup>27</sup>. It extends beyond personal and professional obligations. It influences an individual's psychological, societal, and financial well-being<sup>28</sup>. All of these responses manifest in a person's productivity, which affects employee performance<sup>29</sup>. Work-life balance refers to the proportion of time spent on work versus time spent on family or other important aspects of one's life<sup>30</sup>. Work-life balance also refers to a flexible work schedule which enables employees to adjust their personal and professional obligations. Work-life balance is the efficient management of balance with three major aspects of life: work, societal, and private life<sup>31</sup>. Work-life balance is a combination of

interactions between different elements of one's life, like work-life, religion, and recreation<sup>32</sup>. The benefits and drawbacks of this balance or imbalance affect both workers and their employers. From the employee's perspective, work-life balance benefits include ensuring a balance between professional and household responsibilities.

On the other hand, employers perceive it as a way of supporting their workers in balancing their family life with workplace stress, which enhances their performance and, as a result, affects organizational targets and objectives. Work-life imbalance influences the employer in such a way that it narrows the activity of its employees, lowering organizational productivity<sup>33</sup>. Other factors contributing to poor work-life balance include absenteeism, sick leave, hiring, and training costs. Corporate productivity is heavily reliant on the performance of its employees, which is influenced by several factors associated with work-life balance.

The work-family conflict (WFC) has a weighty influence on male and female employees. The work-Family battle often initiates and sustains discordance between family and work obligations such that work impedes family life and employees' job satisfaction and organizational commitment<sup>34</sup>. Considering the traditional roles of women, they are more saddled with family responsibilities than men; hence more susceptible to experiencing conflict in work-family relationships. This conflict is usually a product of inter-role disputes based on the need or desire of workers to have both happy family life and a promising career. Workers facing the challenges of WFC experience job dissatisfaction, poor job performance and increased turnover intentions<sup>35</sup>. In other words, WFC reduces workers' performance and commitment in an organization, which most likely hinders the overall production and efficiency of the organization. The outcome of WFC could probably make some employees think of quitting their job to concentrate more on their family roles. It could also make some female employees lose their homes. At the same time, some choose to

remain unmarried to meet the pressure and demands of organizational commitment and job performance in their various organizations.

Given the above dispositions, previous studies think that work-family conflict often negatively impacts employees' attitudes and behaviours during working hours<sup>36</sup>. In addition, Work-family relationships also contradict each other due to the demands and pressure of family and work roles. Consequently, work-family conflicts have received greater attention from researchers recently.

Another critical variable in this study is organizational structure. An organization is an intelligent system where groups consciously cooperate to achieve common goals. Organizations value commitment among their employees because it is typically assumed to reduce withdrawal behaviour, such as lateness, absenteeism and turnover. Hence, there is no doubt that these values appear to have potentially severe consequences for overall organizational performance. Organizational structure is the formal system of authority relationships and tasks that control and coordinate employee actions and behaviour to achieve goals in organizations<sup>37</sup>. An organisational structure is a crucial integral part of an organisation. The nature of structure can impede such an organisation's development. Firms aiming to survive and improve in the global market must exhibit a good design structure to enhance employee engagement and unanimously attain organisational goals. The efforts of employees are keys to the accomplishment of overall corporate objectives. In an organisation where the level of motivation is low or non-existing, employees tend to experience job dissatisfaction that will automatically lead to low performance. In addition, evidence has shown that organisations that discourage effective organisational structure, employee involvement and participation in decision-making, teamwork and collaborative effort among workers will experience a decline in performance.

An organizational structure is a functional framework, aligning resources with defined corporate objectives in the business strategy and embodying the organization's culture. The system directly impacts the company's capability to attract, engage and retain employees. An organizational structure is a logical framework of the department. It lays out and defines priorities by designing positions with generalist and specialist roles, indicates reporting relationships and each person's fit in the big picture, and establishes decision-making as centralized or decentralized. Effective implementation of organization structure entails clarity of task responsibilities to enable employees to work well together and jointly manage overlapping duties and hand-offs with each other.

## **1.2 Statement of the Problem**

In the modern competitive world, business organizations face ever-growing challenges regarding commitment, engagement, belief, recruitment and retention of their employees. The motivation of employees plays a crucial role in their job performance. Many businesses and organizations have failed to recognize the importance of motivation as a concept, be it intrinsic such as employee well-being, relationship with co-workers, relationship with managers, organizational policies etc. or extrinsic such as training and career development, good working conditions, compensation, promotion amongst other factors that enhance or improve employee performance as well as organizational performance. However, many factors may also be responsible for or even cause a decline in productivity, such as poor strategic and structural changes in decisions and executions, lack of infrastructure, leadership styles and organizational culture. Contemporary investigations that connect the concept of workforce motivation and productivity have emphasised employee perspective, needs and expectations as factors affecting their performance and productivity levels, respectively. As such, investigating those factors of importance to employees in discharging their duties at work has taken a new dimension. Motivation through aspects such as employee wellbeing,

adequate compensation, promotion, good relationships with co-workers and relationships with managers can enhance an employee's effectiveness and efficiency in the workplace.

Several previous studies have shown a positive relationship between motivation and employee performance. A researcher's study investigated the place of motivation on employees' performance in the Nigerian Banking Industry, and that of another researcher on the effect of variable compensation, work motivation and job satisfaction on employee performance showed that employee motivation has a positive relationship with employee performance<sup>38,39</sup>. Also, the study of some scholars on the impact of a push toward employee performance showed a positive and significant influence of motivation on employee performance<sup>40,41</sup>. In addition, another scholar examined the motivational factors that increase workers' performance in banks. The result indicated that intrinsic and extrinsic motivation factors and job satisfaction impact the workers' performance in Bank<sup>42</sup>. Based on the relationship between work-life balance and employee performance, most previous studies reported negative consequences of work-family conflict relationships<sup>43</sup>. Work life balance has, without a doubt, been found to be the major contributory factor in the productivity enhancement of employees, and this has a positive influence on the general performance of organizations<sup>44</sup>. In their study of WLB and employee job performance in Nigeria, a scholar found part-time working and delegation of duties to enhance employees' task completion. Many of these studies have examined the influence of motivation and work-life balance as separate variables on employee performance<sup>45</sup>. None of the studies has investigated the joint impact of motivation and Work-Life Balance on employee performance which is the gap in this study. Therefore, this study will fill this gap by examining motivational variables, Organisational Structure and Employee Job Performance in Money Deposit Banks in South West Nigeria.

### 1.3 Aim and Objectives of the Study

This study evaluates the relationship between motivational variables (Employee well-being, Job Security, Job Promotion, Training & Development and Work-Life Balance), organizational structure and employee performance in Money Deposit Banks in South West Nigeria, Nigeria branches. The secondary objectives are as follows:

- i. To examine how employee well-being affects performance in the selected Money Deposit Banks in South West Nigeria.
- ii. To determine how Job Security affects employee performance in the selected Money Deposit Banks in South West Nigeria.
- iii. To determine the effect of Job Promotion on employee performance in the selected Money Deposit Banks in South West Nigeria.
- iv. To examine the effect of Training & Development on employee performance in the selected Money Deposit Banks in South West Nigeria.
- v. To examine the impact of Work-Life Balance on employee performance in the selected Money Deposit Banks in South West Nigeria.
- vi. To examine the joint impact of Motivational factors (Employee wellbeing, Job Security, Job Promotion, Training & Development and Work-Life Balance) on employee performance in the selected Money Deposit Banks in South West Nigeria.
- vii. To assess the moderating effect of organizational structure on the functional relationship between motivational variables and employee performance in the selected Money Deposit Banks in South West Nigeria.

## 1.4 Research Questions

The following research questions were put forward to guide the study:

- i. How does employee well-being affect performance in the selected Money Deposit Banks South West Nigeria?
- ii. What is the effect of Job security on employee performance in the selected Money Deposit Banks in South West Nigeria?
- iii. How does Job Promotion affect employee performance in the selected money Deposit Banks in South West Nigeria?
- iv. To what extent does Training & Development affect employee performance in the selected Money Deposit Banks in South West Nigeria?
- v. To what extent does work-life balance affect employee performance in the selected Money Deposit Banks in South West Nigeria?
- vi. What is the influence of Motivational factors (Employee wellbeing, Job Security, Job Promotion, Training & Development and Work-Life Balance) on employee performance in the selected Money Deposit Banks in South West Nigeria?
- vii. How does organizational structure moderate the relationship between motivational factors and employee performance in the selected Money Deposit Banks in South West Nigeria?

## 1.5 Hypotheses

The following hypotheses serve as a guide to this study:

**H<sub>01</sub>:** There is no significant relationship between Employee Well being and Employee Job Performance in Deposit Money Banks in South-West Nigeria.

**H<sub>02</sub>:** There is no significant relationship between Job Security and Employee Job Performance in Deposit Money Banks in South-West Nigeria

**H<sub>03</sub>:** There is no significant relationship between Job Promotion and Employee Job Performance in Deposit Money Banks in South-West Nigeria

**H<sub>04</sub>:** There is no significant relationship between Training and development and Employee Job Performance in Deposit Money Banks in South-West Nigeria

**H<sub>05</sub>:** There is no significant relationship between Work-Life Balance and Employee Job Performance in Deposit Money Banks in South-West Nigeria

**H<sub>06</sub>:** There exists no significant influence of motivational factors (Employee Well being, Job Security, Job Promotion, Training and development and Work-Life Balance) on Employee Job Performance in Deposit Money Banks in South-West Nigeria

**H<sub>07</sub>:** Organizational structure has no significant moderating effect on the relationship between motivational factors (Employee Well being, Job Security, Job Promotion, Training and development and Work-Life Balance) and employee performance in Deposit Money Banks in South-West Nigeria.

## **1.6 Scope of the Study**

This study is focused on motivational factors such as employee wellbeing, Job Security, Job Promotion, Training and development of work-life balance and employee performance at six Money Deposit Banks in South West Nigeria (Guaranty Trust Bank, Access Bank, Union Bank, Sterling Bank, WEMA and First Bank).

The six (6) banks chosen were the first six banks listed by Nairametrics as banks having issues bothering on motivation and organizational structure.

Guaranty Trust Bank PLC, also known as GTBank or simply GTB, is a Nigerian multinational financial institution that offers online/internet banking, retail banking, corporate banking, investment banking and asset management services, with its head office in Victoria Island, Lagos. The bank was formed in 1988 by over 35 young Nigerians in their thirties, spearheaded mainly by TayoAderinokun and Fola Adeola, but also included Femi Pedro, GboladeOsibodu, Femi Akingbe, Akin Opeodu and others. Guaranty Trust Bank PLC was incorporated as a limited liability company licensed to provide commercial and other banking services to the Nigerian public in 1990 and commenced operations in February 1991.

In September 1996, Guaranty Trust Bank plc became a publicly quoted company and won the Nigerian Stock Exchange President's Merit award. In February 2002, the Bank was granted a universal banking license and later appointed a settlement bank by the Central Bank of Nigeria (CBN) in 2003. The Bank has over 10,000 employees<sup>46</sup>.

Access Bank plc, commonly known as Access Bank, is a Nigerian multinational commercial bank owned by Access Bank Group. The Central Bank of Nigeria licenses it, the national banking regulator. Originally a corporate bank, the organization acquired personal and business banking platforms from Nigeria's International Commercial bank in 2012. Access Bank is presently one of the five largest banks in Nigeria in terms of assets, loans, deposits and branch network. The merger of Access Bank and Diamond Bank on 1 April 2019 has made Access Bank the largest bank in Africa.

In conclusion of its merger with Diamond Bank, Access Bank Plc, unveiled its new logo, signalling the commencement of a new enlarged banking entity. Access Bank plc is a large financial-services provider. As of December 2015, the bank had an asset base of over US\$12.2 billion (NGN:2.412 trillion) and shareholders' equity valued at approximately US\$1.86 billion (NGN:367.8 billion)<sup>47</sup>.

Wema Bank Plc, commonly known as Wema Bank, is a Nigerian commercial bank. The Central Bank of Nigeria licenses it, the regulator of the nation's banking sector. As of 2019, Wema bank operates the most extensive digital banking system in Nigeria, ALAT By Wema, which is fully used in the nation's thirty-seven states and territories. Wema Bank is the fastest-growing commercial bank in Nigeria. The bank is established on May 2, 1945, as a private limited liability company (under the old name of Agbonmagbe Bank Limited). The bank was founded on May 2, 1945, as Agbonmagbe Bank by the Late Chief Mathew Adekoya Okupe. He set up the bank's first branches, which were in Ebute-metta, Sagamu, Abeokuta and Ijebu-Igbo. The bank remained his until Western Nigeria Marketing Board took it over and later renamed Wema Bank Limited in 1969. Since then, Wema Bank has become Nigeria's longest-surviving indigenous bank. The same year, it was granted a commercial banking license and commenced banking activities. Wema Bank converted to a public limited liability company in 1987. In 1990, the Bank was listed on the Nigerian Stock Exchange. It trades under the symbol: WEMABANK. It was granted a Universal Banking License in February 2001.

In 2009, the Bank underwent a strategic repositioning exercise spearheaded by a new management team that has seen its finances and profile rise considerably, which finally culminated in it taking a sound strategic decision to operate as a commercial bank with a regional scope in South-South Nigeria, South-West Nigeria, Lagos and Federal Capital Territory in 2011.

### **1.7 Significance of the Study**

The aim of this study is that the outcomes, results or findings should benefit bank managers and various policy makers within the financial sector, especially in Money Deposit banks in South West, Nigeria. This enables them to understand the concept of motivation and its effect

on employee performance. It also gives an insight to managers on the importance of knowing their employees and ensuring adequate motivation in their organizations. This study is also relevant to research bodies and institutions in the country because findings would add to the existing literature on the concept of motivation and employee performance and be relevant to students and users of information in conducting further research in areas similar to this study. This research is also of paramount importance because it would aid government agencies in making and implementing policies that would enhance the stability, growth and development of the financial sector throughout the region in matters concerning employee performance and organizational performance by seeking ways to ensure that employees are adequately motivated in their various organizations thereby increasing overall productivity and performance levels.

### **1.8 Limitations of the Study**

This study's limitations must be acknowledged to provide opportunities for future studies. The study focused mainly on the six deposit money bank branches selected from southwestern Nigeria; the findings are limited to only these bank branches, and the cross-sectional survey design suggests that the study is unable to provide explanations on the changes in the dependent variable attributable to the independent variable and moderating variable over a long period. Nonetheless, this study is not affected by this weakness because its broad objective is to evaluate the relationship between motivational variables (Employee wellbeing, Job Security, Job Promotion, Training & Development and Work-Life Balance), organizational structure and employee performance in Money Deposit Banks in South West Nigeria, Nigeria branches, involves the collection of data at a point in time. Thereby playing to the strength of the design. The instrument of collecting data has its drawback, and the weakness includes; a low response rate, respondents filling out the questionnaire without reading through it, and respondents assuming the information will be used to initiate actions

against them. To overcome this, the researcher used plain English and guaranteed confidentiality and anonymity.

## 1.9 Operational Definition of Terms

**Creativity:** This refers to a design in which the employee makes such innovative construction in which the work-related problems are resolved rightfully with step by step process; some explain it as the ability of the individuals how they can develop helpful solutions to meet the challenges and overcome the problem them self individually.

**Employee:** This refers to a person employed for wages or salary, especially at a non-executive level.

**Employee Well-Being:** This refers to the employees' overall mental, physical, emotional and economic health.

**Employee Performance:** This is how employees fulfil their job duties and execute their required tasks. It refers to the effectiveness, quality, and efficiency of their output.

**Extrinsic Motivation:** This involves completing a task or exhibiting a behaviour because of outside causes, such as avoiding punishment or receiving a reward.

**Intrinsic Motivation** is defined as doing an activity for its inherent satisfaction rather than for some separable consequence. When intrinsically motivated, a person is moved to act for the fun or challenge rather than because of external products, pressures, or rewards.

**Job Promotion** refers to transferring an employee to a new position that commands higher pay, privileges, or status than the old one.

**Job Security:** This refers to the assurance that employees can work as long as they want and will not become unemployed.

**Motivation** refers to giving people incentives that cause them to act in desired ways. It also has been described as arousing and sustaining goal-directed behaviour.

**Organizational Structure:** This is the formal system of authority relationships and tasks that control and coordinate employee actions and behavior to achieve organisational goals.

**Performance:** This refers to a continuous process for improving the performance of individuals by aligning actual performance with that desired (and with the strategic goals of the organization) through a variety of means such as standard-setting, appraisal and evaluation both informally, day-to-day, and formally/systematically through appraisal interviews and goal-setting.

**Responsiveness:** This is known as the ability to respond time effectively.

**Training and Development:** This refers to educational activities within a company created to enhance the knowledge and skills of employees.

**Work-Life Balance:** This refers to a balance between work and personal life that brings an individual satisfaction.

**Work Efficiency:** The ability to get the most output from the least possible input. It means doing more with less. Working smarter, not harder. When you improve efficiency, you can get a larger output from the same amount of input – or even less.

**Work Planning:** This refers to an innovative approach to accomplishing the work in an organization.

## Endnotes

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## **Chapter Two**

### **Literature Review**

This study focuses on motivational variables, organizational structure and employee job performance in Money Deposit Bank in South West Nigeria. This chapter consists of the following:

- Concept of Employee Performance
- Concept of Motivation
- Concept of Work-Life Balance
- Theoretical Review
- Empirical Review
- Conceptual Framework
- Summary of Gaps in Literature

#### **2.1 Conceptual Review**

##### **2.1.1 Concept of Employee Performance**

In the organizational context, performance is usually defined as the extent to which an organizational member contributes to achieving the goals of the organization. Employees are a primary source of competitive advantage in service-oriented organizations. In addition, a commitment performance approach views employees as resources or assets, and values their voice. Employee performance plays an important role for organizational performance. Employee performance is originally what an employee does or does not do. Performance of employees could include: quantity of output, quality of output, timeliness of output, presence at work, cooperativeness. Improved individual employee performance could improve organizational performance as well. Employee performance could be defined as the record of outcomes achieved, for each job function, during a specified period of time. If viewed in this way,

performance is represented as a distribution of outcomes achieved, and performance could be measured by using a variety of parameters which describe an employee's pattern of performance over time. Also, employee's performance is a rating system used in many corporations to decide the abilities and output of an employee <sup>1</sup>.

Every organization has been established with specific objectives to achieve. These objectives can be achieved by utilizing resources like men, machines, materials and money. All these resources are necessary but out of these the human resources is the most important. It plays an important role in performing tasks to accomplish goals. The question arises how these resources are utilised by human resources. Further, the business environment is changing drastically. The environmental factors are uncontrollable. These are beyond the control of the management of the firms. One has to adjust with the external factors to do the business in the market. Every environmental factor like social, cultural, legal, political, economic, technology and competition gets changes very fast. For effective working, the knowledge of these factors is must otherwise the plan will misfire. In present situation it is difficult to predict about anything. It is uncertain to say what will happen tomorrow. Again, the need for highly skilled and dedicated human resources is about who can give the best output<sup>2</sup>.

Nowadays the markets are also very competitive and there is cut throat competition. For every organization it is difficult to start, survive, stabilize and excel in the business. The firm that gets the advantage over other competitors through their talented and dedicated human resources can take the lead in the market. The contribution of employees on the job is the most important factor for development and excellence in business. The performance of employees on different jobs in close coordination is needed for success of the unit. Employees are performing

different jobs in an organization depending upon the nature of the organization. They mainly perform tasks like production, storage, manufacturing, transportation, marketing, purchasing, distribution, promotion of business, finance and accounting, human resources, research and public relations. All these activities are inter-related to achieve the targets. These are to be performed by the employees properly so they can give their best output at the job. These will have a great impact on the total production, sales, profit, progress and market position of the company in the market. Various factors like skills, training, motivation, dedication, welfare, management policies, fringe benefits, salary and packages, promotion, communication etc. are responsible to encourage the people to work sincerely and give their best output. The importance of employees' performance must be understood by the management and sincere efforts must be put in that direction. The management of the company taking timely steps in that direction will be in position to develop and motivate the people to do so. Finally the company may take the lead the market and grab the opportunities available in the market<sup>3</sup>. Human resources that have performance are assets for organizations because they have an impact on improving organizational quality, especially government organizations that prioritize service aspects<sup>4</sup>. Employee performance is closely related to the results of one's work in an organization or company. The results of the work can involve quality, quantity, and timeliness, but performance evaluation in a company's organization is key in employee development. Performance evaluation is in principle a manifestation of an employee's performance appraisal form<sup>5</sup>.

## 2.1.2 Components of Employee Performance

### i. Work Efficiency

Work efficiency is an important concept for human resource management as well as for overall organization performance. Work efficiency is the ability to get the most output from the least possible input. It means doing more with less. Working smarter, not harder. When you improve efficiency, you're able to get a larger output from the same amount of input – or even less. Organizations need to be efficient in order to compete and survive in the modern economic environment. The reason for this can be readily understood from the definition of the word “efficiency” which means “to be productive without waste” (e.g., of time or energy), namely, “effective operation as measured by a comparison of production with cost, as in energy, time, and money”. This implies that improving employees’ efficiency at work should be very important to the organization’s economic performance. Efficiency refers to obtaining the most output from the least amount of input. Work efficiency can be affected by different factors which include the educational attainment of the worker, the external environment and even age<sup>6</sup>. Accordingly, managers should be concerned with employee work efficiency since high efficiency should lead to lower costs but better products, which would benefit the organization. Consequently, since the specific variable of Work Efficiency has not been sufficiently examined, and the factors contributing to it is not clear, it is necessary to further investigate work efficiency. Since efficiency is considered to be a means to achieve organizational goals, high efficiency is desired by management for their organizations to attain high effectiveness.

## ii. Responsiveness

The term responsiveness has a number of definitions which depends on where the area of responsiveness is applied. Responsiveness serves as the active ingredient that underlies many of the necessary qualities that define satisfaction and good relationships<sup>7</sup>. Responsibility is the behaviour of employees in the organization to act in time and convey information in accordance with consumer needs<sup>8</sup>. Employees will act according to organizational goals based on the desire to appreciate the time that has been sacrificed by consumers when making a purchase. The ability to respond to what is owned by employees will be positively assessed by consumers so that it can create capabilities when serving consumers<sup>9</sup>. The responsiveness of employees is based on personal responsibility for the organization. Personal conditions of employees who have good responsiveness can encourage the desire to act and treat consumers fairly. Responsiveness is known as the ability to respond time effectively. Overall, responsiveness can be described as 'time to respond' to customer demands in the meant time serves ability to compete in rapid market changes. Responsiveness is the capability of manufacturing operations to be timely responsive in fulfilling customer demands and subsequently compete in the rapid market changes.

Responsiveness is the willingness to help customers and to provide prompt service. This dimension focuses on the attitude and promptness in dealing with customer requests, questions, complaints and problems. It also focuses on punctuality, presence, professional commitment etc., of the employees or staff. It can be calculated on the length of time customers wait for assistance, answers to questions etc. The conditions of responsiveness can be improved by continuously view the process of service delivery and employees attitude towards requests of customers.

### iii. Creativity

Creativity can be explained as production of new ideas; a creative employee is one who can come up with new suggestions/ideas for the services to be constructed, the flood of the communication and understanding it in the same way which would affect the work done by the employee during his working hour . Creativity is explained as a design in which the employee make such innovative construction in which the work related problems are resolved in rightful manner with step by step process, some explain it as the ability of the individuals how they can develop applicable solution to meet the challenges and overcome the problem them self individually<sup>10</sup>. Creativity may be considered as the highest level of human learning, the highest thinking potency, and the final product of human's mind and thought<sup>11</sup>. Creativity is dealt with thinking, finding new opinions and methods, and innovation in the use of them. In management, only creativity is not sufficient but ideas must be converted to act. So, new ideas must be used in the adjustment of managerial programs. However, creativity is an ability which helps people identifies possible solutions. If someone can maximize the result of decision-making, they will be termed as a rational person. A creative employee is one who has the ability to be aware of the organization and must be sensitive so that he can tackle the problem. He must have a sharp mind so he can remember his task for a long time, and must be adaptive, it is because due to Globalization there is rapid change in technology as well the culture so a creative employee would be one who is able to adapt all the changes before time, in this way he would be termed as creative. It has been long observed that employee's creativity is mostly seen by the large organization and team. Creativity is mainly involved in the generation of change in product, due to working in team the employee are constantly engaged in learning new

knowledge, skills which are the necessary requirements needed by the organization from the employee so they can achieve timely goals. Creativity can be explained as introducing new techniques by individual or group of people in organization for achieving the maximum potential of human labour which will result in achieving goals effectively, due to innovation and globalization if a firm wants to compete with its competitor they must hire creative employee who are extroverts, feeling easy to work in groups. Employees with proactive personalities are the ones who are mostly admired to make constructive change.

Employee's creativity can be most commonly be referred to an individual who has new ideas for his work & working style, he must be flexible in order to work in team rather than individually completing a project, a creative employee is one who has better skills of understanding and is adaptable in order if new technology is introduced in the firm so he should be able to use it in no time, all these values indicate employees are empowered so they can complete the task as they are feeling comfortable all these characteristics would help in getting to know new opportunities, use of advance technology all these changes are part of everyday life.

#### **iv. Work Planning**

Work planning is an innovative approach to accomplishing the work in an organization, and to managing the staff who perform that work. It assumes that all staff members approach their work with a joint and consistent desire to do their best. Work planning provides a way of coordinating the work that needs to be done with an emphasis on continuous improvement and innovation. Its hallmarks are collegiality and cooperation, where collective responsibility is shared by each member of a group with minimal supervision from above. The group works and

acts together willingly for a common purpose or benefit to accomplish the aim of the system. In order to function effectively, it is essential for all staff in an organization to have a clear understanding of the organization's overall strategic direction. This description, or "work plan," provides the basis for empowering staff members to participate in planning how their work is best accomplished with available capital and human resources. The work plan itself is a written statement which identifies the work which needs to be accomplished by an individual staff member in order to successfully achieve the aims of their work group and the organization. It is based on an assessment of customer needs. It is accomplished through a continuous series of Plan, Do, Study, Act cycles which involve information gathering as well as making and learning from mistakes. It makes use of available "expert knowledge" and attempts to maximize the quality of work which is done.

Work plan development at various levels of the organization begins with an identification of the work group's customers, both internal and external if applicable.

It is important that the development of these plans is a participatory process which uses group "brainstorming" as a technique for defining and refining the plan.

The structure of an organization's work plans flow from senior management who, in conjunction with mid-level managers, determine the work that needs to be accomplished within the organization. Mid-level managers in turn develop work plans with their line managers, who in turn develop work plans with their groups as well as with individual staff members in those groups. Line managers ultimately bring an understanding gained from their management work planning processes along with their special awareness of customer needs to their own work groups. This understanding provides a base for identifying the work that needs to be

accomplished by the group. The manager and work group then establish and refine a group's work plan and identify how feedback can be obtained to provide data needed for further improvement of the plan. Quality Improvement Team (QIT) tools are employed to assist in the data review process.

Workplanning is an ongoing process between the manager and staff members. The process is adaptable to all job families in ITD. An individual's work plan evolves from the shared development of a work plan for a work group, and then from one-on-one meetings between staff member and manager on a basis frequent enough to provide the staff member with adequate mentoring and support. Though the frequency of work plan review is flexible and negotiated by individual staff members and their managers, work planning review and refinement is recommended at least three times a year, or whenever there are significant changes in the organization's customer needs.

The work plan is based on a mutual understanding of what the job is. Each staff member needs to understand what the critical success factors are which impact their individual work plan as well as the critical success factors for the work plan developed by their group. It is also important that the staff member understand what the indicators are for success, what the barriers to success may be, and what tools for success are needed. In order to be understood and achievable, the work plan needs to include criteria for measuring success as well as defining the roles of both staff member and manager in achieving the plan's goals and furthering the aim of the system. The work plan helps to "drive out fear" in an organization, and provides the foundation for a positive and mutually respectful working relationship between the staff member and manager by virtue of its negotiated development, its provision for periodic review and feedback, and its emphasis on

support and mentoring instead then inspection and subjective appraisal. The work plan provides for the enhancement of human capital. It identifies options for career development and training in needed skill areas. It fosters improvements in the work environment, and is designed to facilitate communication between staff member and manager as well as team members developing other components of a working group's work plan. Though it is necessary for work planning to ultimately provide the basis for compensation, this "link" can be introduced into the work planning process over a period of time as an organization's overall work planning process matures and evolves. The key to success in work planning is customer involvement and the acceptance of its evolutionary nature along with the organization's dedication to continuous improvement and the pursuit of quality in the daily work lives of its staff. It is all about having the right person, in the right job, with the right skills, at the right time<sup>12</sup>. It can also be stated as implementation of those human resource activities, policies and practices which drive the change and prepare the organization to cope with that change. Work planning encompasses forecasting human resource demand and creating schedules that meet with targeted service level goals. If the planning is all about numbers based on past trends to predict future supply and demand it is generally referred to as "Hard Work planning".

### **2.1.3 Performance Management (PM)**

It is a process of ensuring that a set of activities and outputs meets an organization's goals in an effective and efficient manner. Performance management can focus on the performance of an organization, a department or an employee, or the processes in place to manage particular tasks. Performance management standards are generally organized and disseminated by senior leadership at an organization and

by task owners, it can include specifying tasks and outcomes of a job, providing timely feedback and coaching, comparing employee's actual performance and behaviours with desired performance and behaviours, instituting rewards, etc.<sup>13</sup>.

#### **2.1.4 Application of Performance Management**

Performance management principles are used most often in the workplace and can be applied wherever people interact with their environments to produce desired effects—schools, churches, community meetings, sports teams, health settings, governmental agencies, social events, and even political grounds. Managers use performance management to align company goals with the goals of teams and employees in an effort to increase efficiency, productivity, and profitability. Performance management guidelines stipulate clearly the activities and outcomes by which employees and teams are evaluated during performance appraisal.

To apply performance management principles, a commitment analysis is completed first to create a mission statement for each job. The mission statement is a job definition in terms of purpose, customers, product, and scope. This analysis is used to determine the continuous key objectives and performance standards for each job position. Following the commitment analysis is the work analysis of a particular job in terms of the reporting structure and job description. If a job description is not available, then a systems analysis is completed to create a job description. This analysis is used to determine the continuous critical objectives and performance standards for each job<sup>14</sup>.

Also, a new approach was developed to improve performance in organizations<sup>15</sup>. Their model is used to stress how the constraints imposed by one's own worldview can impede cognitive abilities that would otherwise be available. Their work delves into the source of performance, which is not accessible by mere linear cause-and-

effect analysis. They asserted that the level of performance people achieved correlates with how work situations occur to them and that language (including what is said and unsaid in conversations) plays a significant role in how situations occur to the performer. They assert that substantial gains in performance are more likely to be achieved by management understanding how employees perceive the world and then encouraging and implementing changes that make sense to employees' worldview.

### **2.1.5 Benefits of Performance Management**

Managing employee or system performance and aligning their objectives facilitates the effective delivery of strategic and operational goals. Some proponents argue there is a clear and immediate correlation between using performance management programs or software and improved business and organizational results. In the public sector, the effects of performance management systems have differed from positive to negative, suggesting that differences in the characteristics of performance management systems and the contexts into which they are implemented play an important role to the success or failure of performance management.

For employee performance management, using integrated software, instead than a spreadsheet-based recording system, may deliver a significant return on investment through a range of direct and indirect sales benefits, operational efficiency benefits and by unlocking the latent potential in every employees work day (i.e., the time they spend not actually doing their job). Benefits may include:

#### **Direct Financial Gain**

- i. Grow sales
- ii. Reduce costs in the organization
- iii. Stop project overruns

- iv. Aligns the organization directly behind the CEO's goals
- v. Decreases the time it takes to create strategic or operational changes by communicating the changes through a new set of goals

### **Motivated Workforce**

- i. Optimizes incentive plans to specific goals for over achievement, not just business as usual
- ii. It improves employee engagement because everyone understands how they are directly contributing to the organization high level goals.
- iii. Create transparency in the achievement of goals
- iv. High confidence in the bonus payment process
- v. Professional development programs are better aligned directly to achieving business level goals

### **Improved Management Control**

- i. Flexible, responsive to management needs
- ii. Displays data relationships
- iii. Helps audit / comply with legislative requirement
- iv. Simplifies communication of strategic goals ascenario planning
- v. Provides well documented and communicates process documentation

#### **2.1.6 PerformanceAppraisal (PA)**

A performance appraisal, also referred to as a performance review, performance evaluation, (career) development discussion, or employee appraisal is a method by which the job performance of an employee is documented and evaluated. Performance appraisals are a part of career development and consist of regular reviews of employee performance within organizations. Annual performance reviews

have been criticized as providing feedback too infrequently to be functional, and some critics argue performance reviews in general do more harm than good<sup>16</sup>.

A performance appraisal is a systematic, general and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. Other aspects of individual employees are considered as well, such as organizational citizenship behaviour, accomplishments, potential for future improvement, strengths and weaknesses<sup>17</sup>.

To collect Performance Appraisal data, there are three main methods: objective production, personnel, and judgmental evaluation. Judgmental evaluations are the most commonly used with a large variety of evaluation methods. Historically, PA has been conducted annually (long-cycle appraisals); however, many companies are moving towards shorter cycles (every six months, every quarter), and some have been moving into short-cycle (weekly, bi-weekly) PA. The interview could function as "providing feedback to employees, counselling and developing employees, and conveying and discussing compensation, job status, or disciplinary decisions". PA is often included in performance management systems. PA helps the subordinate answer two key questions: first, "What are your expectations of me?"second, "How am I doing to meet your expectations?"<sup>18</sup>.

Performance management systems are employed "to manage and align" all of an organization's resources in order to achieve highest possible performance <sup>19</sup>. "How performance is managed in an organization determines to a large extent the success or failure of the organization. Therefore, improving PA for everyone should be among the highest priorities of contemporary organizations". Some applications of PA are compensation, performance improvement, promotions, termination, test validation, and more. While there are many potential benefits of PA, there are also

some potential drawbacks. For example, PA can help facilitate management-employee communication; however, PA may result in legal issues if not executed appropriately, as many employees tend to be unsatisfied with the PA process. PAs created in and determined as applicable in the United States are not necessarily able to be transferable cross-culturally.

### **2.1.7. Applications of Performance Appraisal**

A central reason for the utilization of Performance Appraisals (PAs) is performance improvement (“initially at the level of the individual employee, and ultimately at the level of the organization”). Other fundamental reasons include “as a basis for employment decisions (e.g. promotions, terminations, transfers), as criteria in research (e.g. test validation), to aid with communication (e.g. allowing employees to know how they are doing and organizational expectations), to establish personal objectives for training” programs, for transmission of objective feedback for personal development, “as a means of documentation to aid in keeping track of decisions and legal requirements” and in wage and salary administration. Additionally, PAs can aid in the formulation of job criteria and selection of individuals “who are best suited to perform the required organizational tasks”. A Performance Appraisal can be part of guiding and monitoring employee career development. Performance Appraisals can also be used to aid in work motivation through the use of reward systems.

### **2.1.8 Potential Benefits of Performance Appraisal**

There are a number of potential benefits of organizational performance management conducting formal Performance Appraisals (PAs)<sup>20</sup>. There has been a general consensus in the belief that Performance Appraisals lead to positive implications of

organizations. Furthermore, Performance Appraisals can benefit an organization's effectiveness. One way is Performance Appraisals can often lead to giving individual workers feedback about their job performance. From this may spawn several potential benefits such as the individual workers becoming more productive.

Other potential benefits include:

- i. **Facilitation of Communication:** communication in organizations is considered an essential function of worker motivation. It has been proposed that feedback from PAs aid in minimizing employees' perceptions of uncertainty. Fundamentally, feedback and management-employee communication can serve as a guide in job performance.
- ii. **Enhancement of Employee Focus through Promoting Trust:** behaviours, thoughts, and issues may distract employees from their work, and trust issues may be among these distracting factors. Such factors that consume psychological energy can lower job performance and cause workers to lose sight of organizational goals. Properly constructed and utilized PAs have the ability to lower distracting factors and encourage trust within the organization.
- iii. **Goal Setting and Desired Performance Reinforcement:** organizations find it efficient to match individual worker's goals and performance with organizational goals. PAs provide room for discussion in the collaboration of these individual and organizational goals. Collaboration can also be advantageous by resulting in employee acceptance and satisfaction of appraisal results.
- iv. **Performance Improvement:** well-constructed PAs can be valuable tools for communication with employees as pertaining to how their job performance

stands with organizational expectations. “At the organizational level, numerous studies have reported positive relationships between human resource management (HRM) practices” and performance improvement at both the individual and organizational levels.

- v. Determination of Training Needs: “Employee training and development are crucial components in helping an organization achieve strategic initiatives”. It has been argued that for PAs to indeed be compelling, post-appraisal opportunities for training and development in problem areas, as determined by the appraisal, must be offered. PAs can especially be instrumental for identifying training needs of new employees. Finally, PAs can help in the establishment and supervision of employees’ career goals.

### **2.1.9 Concept of Motivation**

Motivation comes from the motive word, which means encouragement. Motivation can be referred to as a condition that affects someone to do action with a specific purpose. Motivation is a desire for people to cause the person to take action. Motivation is a process that accounts for individual's intensity, direction and persistence of effort toward attaining a goal. Motivation is a condition in one's person who encourages the desire of individuals to carry out certain activities in order to achieve goals<sup>21</sup>. Motivation can be interpreted as actions that affect individuals to carry out activities in order to achieve goals<sup>22</sup>. Motivation is an important part of understanding behavior<sup>23</sup>. The researchers define motivation as “a process that starts with a physiological deficiency or need that activates a behaviour or drive that is aimed at a goal incentive”. Motivation consists of these three interacting and interdependent elements, i.e., needs, drives, and incentives. It is a firm belief of management researchers that organizational goals are unattainable

without the enduring commitment of the members of the organization. Motivation is a human psychological characteristic that contributes to a person's degree of commitment. Motivation refers to the resolution of achieving a goal, marked by a goal directed behaviour. When we refer to someone being motivated, we imply that the individual is trying hard to perpetrate a specific task. However, motivation alone can't suffice what we require to consummate that task with utmost efficiency. Ability – having the skill and knowledge to perform that task is also significant in this regard. Sometimes it becomes the determinant of effectiveness. Motivation is one of the organic functions of management<sup>24</sup>. Good motivation can strengthen commitment and lead to improved performance, while good performance can improve organizational performance and lead to on satisfaction<sup>25</sup>.

#### **2.1.10 Forms of Motivation**

Motivation is divided into two major types, extrinsic and intrinsic motivation.

##### **Intrinsic Motivation**

Intrinsic motivation is difficult to define and pinpoint. Intrinsic motivation is linked to work content which happens when employee executes an action from which the develop gratification for simple appealing effort himself <sup>26</sup>. This motivation comes from within and they serve asense of self-satisfaction. It is critical but difficult to create as it comes from individual. It refers to behaviour that is driven by internal rewards. In other words, the motivation to engage in a behaviour arises from within the individual because it is naturally satisfying to you. Intrinsic motivation is fueled by taking part in activities that you genuinely enjoy and don't feel pressured or obligated to do. Motivation is what determines what we do, how we do something and how much we accomplish. It has been tested and proven that our performance is only as excellent as our motivation. The less inspired we are,

the poorer our performance. If employees are unmotivated and the working environment feel toxic, the only source of inspiration will be for oneself.

Intrinsic motivation indicates the pleasure and satisfaction that derives from the work itself, extrinsic is more connected with benefits and rewards recognition and competition that arise from performing a work activity. Motivating an individual's work reflects not only the ability to increase productivity, but also an increase of efficiency of human resources management in terms of management of human capital in terms of promoting performance, personal adjustment and growth group or organizational level. In a related study, it was found that when it comes to organizational goal achievement, the realization of the goals is possible when employees are aware of them<sup>27</sup>. Along with having ownership of this goals and believing that they are achievable, taking into account that they also contain intrinsic and extrinsic outcomes for the employees. Job performance was analyzed when there is no intrinsic motivation in workplace they suggest that carrying and supporting for family is very important motivation factor when jobs are not interesting and monotonous, in reaching very good work related performance<sup>28</sup>. Intrinsic motivation refers to the act of doing something that does not have any obvious external rewards. It is done because it is enjoyable and interesting, not because of any outside incentive or pressures, like rewards or deadlines. In short, intrinsic motivation is performing an activity for its own sake rather than the desire for some external reward or out of some external pressure. Essentially, the behaviour itself is its own reward. Intrinsic motivation is more about personal growth, a sense of duty, and the recognition of purpose, while extrinsic motivation is more about financial incentives, status, and public recognition.

Intrinsic motivation represents an individual urge to learn and work. Whereas extrinsic motivation reflects external control, true self-counseling or control. This definition has the background of self-determination theory, which gives significant importance to individual personal liking. Generally, intrinsic motivation is defined as an individual willingness to pursue an activity for self-satisfaction. Another study indicated that intrinsic and extrinsic motivational factors play the utmost important role in building a long-term relation with employees<sup>29</sup>. Intrinsic motivation is defined as the doing of an activity for its inherent satisfaction rather than for some separable consequence. When intrinsically motivated, a person is moved to act for the fun or challenge entailed rather than because of external products, pressures, or rewards.

Intrinsic rewards refer to those incentives that have been given to the employees of an organization. An intrinsic reward is an internal reward that employees achieve from completing their tasks or projects successfully. These rewards are mostly psychological and are based on the effort and abilities of a person. Intrinsic rewards elicit a positive emotional reaction and work to motivate employees to continue to improve as well as make lasting behavioural changes when needed<sup>30</sup>. For example, when someone completes a task successfully, they will often experience a sense of satisfaction and achievement.

This intrinsic reward then motivates the employee to continue to complete that task successfully in the future to further experience those positive emotions. Examples of intrinsic rewards in the workplace include pride in your work, feelings of respect from supervisors and other employees, personal growth, gaining more trust from managers, doing work that is enjoyable, feelings of accomplishment,

learning something new or expanding competence in a particular area, allowing employees to choose which projects they work on, and being part of a team.

Intrinsic motivation is clearly visible in young infants, that consistently try to grasp, throw, bite, squash or shout at new objects they encounter. Even if less important as they grow, human adults are still often intrinsically motivated while they play crosswords, make paintings, do gardening or just read novels or watch movies. By suggesting that extrinsic motivators as salaries and bonuses undermine the intrinsic motivation, although this might not be the case when there are no tangible rewards.

Also it was found that there is a negative relationship between intrinsic and extrinsic motivation<sup>31</sup>. Cognitive evaluation theory suggests that feelings of competence and autonomy are important for intrinsic motivation while deadlines, monitoring evaluation diminish the intrinsic motivation. People's engagements in the organizations are dependent on intrinsic motivation since they arise from the employee's feelings and they are bound up with the work itself. Extrinsic motivation is not inherent part of the work but they may come from the controlling side of the work as monitoring, promised compensation, praise or criticism on work done. When employees have intrinsic motivation it does not mean that they ignore the outcomes of the work.

### **Extrinsic Motivation**

Extrinsic motivation refers to action or behaviour performed in the hopes of receiving an external reward or outcome<sup>32</sup>. Extrinsic motivation could be used to motivate a whole group, thus increasing productivity in workplace or creating a better learning environment. Also, extrinsic motivation is reward driven behaviour<sup>33</sup>. Extrinsic motivation, rewards or other incentives like praise, fame or money is used as motivation for specific activities. Meadows-Fernandez gave examples of

extrinsic motivation which include competing in sports for trophies, completing work for money, the customer loyalty discounts, buy one get one free sales, frequent flier rewards, helping people for praise from friends or family, doing work for attention, either positive or negative, doing task for public acclaim or fame, doing task to avoid judgment and completing coursework for grades. It is also known as behaviour that is driven by external rewards such as money, fame, grades and praise<sup>34</sup>.

Extrinsic motivation involves engaging in a behaviour in order to earn external feedback like rewards, compliments, medals and recognition or avoid punishment and off-putting criticism.

Extrinsically motivated people focus more on outcome rather than the (positive) emotions associated with their behaviour. Extrinsic motivation is common and it drives most workers to perform job duties. One typical example of extrinsic motivation is the pay structure. But sometimes extrinsic motivation can be non-monetary. International recognition from management and colleagues can be a major motivating factor. Work environment with a lack of intrinsic and extrinsic motivators often suffer from low performance as no reward is available for the work completed.

Extrinsic motivation is reward-driven behaviour. In extrinsic motivation, rewards or other incentives — like praise, fame, or money — is used as motivation for specific activities. Unlike intrinsic motivation, external factors drive this form of motivation. Being paid to do a job is an example of extrinsic motivation. Extrinsic motivation does not always have a tangible reward. It can also be done through abstract rewards, like praise and fame. Extrinsic motivation may be more effective for some people than it is for others. Certain situations may also

be better suited for this form of motivation. For some people, the benefits of external rewards are enough to motivate high-quality continuous work. For others, value-based benefits are more motivating. Extrinsic motivation is best used in circumstances when the reward is used sparingly enough so it doesn't lose its impact. The value of the reward can decrease if the reward is given too much. This is sometimes referred to as the overjustification effect. Extrinsic motivation can be useful for persuading someone to complete a task. Before assigning a reward-based task, it's essential to know if the person doing the task is motivated by the reward being offered. Extrinsic motivators may be a useful tool to help children learn new skills when used in moderation.

Extrinsic motivation factors can be either tangible and intangible. Tangible factors are factors with a physical form. Any type of financial reward can be an example of a tangible factor. Conversely, intangible factors are abstract in their nature and lack a physical form. Examples of intangible external motivations include fame and praise. Extrinsic motivation is the stimulation of behaviour through various external factors. Intrinsic motivation is a behavioural catalyst driven by a desire for personal satisfaction or fulfilment. Note that extrinsic -and -intrinsic -motivations -correspond with Maslow's Hierarchy of Needs. Extrinsic motivation coincides with the safety needs in the hierarchy, while intrinsic motivation concurs with esteem and self-actualization needs. In organizational behaviour, extrinsic motivation plays a crucial role in determining the actions and behaviour models of a company's employees. In every organization or company, employees are extrinsically motivated by the compensation they receive for their work. However, salary is not the single extrinsic motivation factor since many organizations provide many other rewards, such as bonuses, commissions, benefits (e.g., health benefits).

We must also acknowledge that intangible extrinsic rewards such as praise and peer recognition are typically presented in many workplaces. In the workplace, extrinsic rewards can be used to stimulate the interest of employees in tasks in which they are not initially interested. In addition, other sources of motivation typically encourage employees to acquire new knowledge and skills.

Finally, the management of a company can use extrinsic rewards as a source of feedback regarding the performance of its employees. Despite the fact that external rewards are essential to motivate the company's employees, the company should not rely solely on extrinsic motivation. If the company's employees possess strong intrinsic motivation, they are likely to remain motivated for more extended periods of time. Furthermore, an excess of external motivation may subsequently decrease the employees' intrinsic motivation.

#### **2.1.11 Concept of Work Life Balance (WLB)**

Work life balance alludes to the administration of different jobs at work, at home, and in the other part of life viably. From a business' viewpoint, supporting work-life equalization may pull in new representatives, help decrease turnover and non-attendance, and increment the chance of representatives intentionally captivating in social exercises<sup>35</sup>. The term "worklife balance" (WLB) has gained increasing popularity in the public discourse<sup>36</sup>. The importance that is attached to the many different life role changes from person to person. Therefore, even if the family role remains central in nonworking life, it is essential to recognize the value of other roles when conceptualizing and measuring the WLB<sup>37</sup>.

Work-life balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and personal responsibilities and thus strengthen employee loyalty and productivity <sup>38</sup>.

Today's employees have many competing responsibilities such as work, children, housework, volunteering, spouse and elderly parent care and this places stress on individuals, families and the communities in which they reside. Work-life conflict is a serious problem that impacts workers, their employers and communities. It seems that this problem is increasing over time due to high female labour force participation rates, increasing numbers of single parent families, the predominance of the dual-earner family and emerging trends such as elder care. It is further exasperated by globalization, an ageing population, and historically low unemployment.

Work life balance has as of late taken the consideration of both analysts and administrators and this subject interests practically everybody including experts within the profession. This boundless investment is somewhat because of its appearance on all parts of life. For the individuals who surmise that the principle target in life is to work, their vocation turns into the centre of life. Nonetheless, individuals have constrained time and along these lines need to perform numerous different activities other than their occupations. Without a harmony between the two, numerous accidents can be knowledgeable about both. Work-life balance practices are deliberate organizational changes in programs or organizational culture that are designed to reduce work-life conflict and enable employees to be more effective at work and in other roles. The transition from viewing work-life balance practices solely as a means of accommodating individual employees with caregiving responsibilities to recognizing their contribution to organizational performance and employee engagement is an important paradigm shift that is still very much 'in process.'

Competing and multi-faced demands between work and home responsibilities have assumed increased relevance for employees in recent years, due in large part to demographic and workplace changes, such as a more significant numbers of women in the workforce (dual-career couples), transformation in family structures (a rise in the number of single parents), a growing reluctance to accept the longer hours culture, the rise of the 24 per 7 society, and technological advancements. In response to these changes and the conflict they generate among the multiple roles that individuals occupy, organizations are increasingly pressured to design various kinds of practices, intended to facilitate employees' efforts to fulfil both their employment related and their personal commitments. The way of how work-life balance can be achieved and enhanced is an important issue in the field of human resource management and has received significant attention from employers, workers, government, academic researchers, and the popular media. Work-life balance consists of three components: time balance, psychological involvement balance, satisfaction balance. Time balance refers to equal time being given to both work and family roles; involvement balance refers to equal levels of psychological involvement in both work and family roles; and finally, satisfaction balance refers to equal levels of satisfaction in both work and family roles. All these components should be considered when studying work-life balance.

### **2.1.12 Work Life Balance Dimensions**

One concept that has gained a spotlight in WLB literature is flexible work options. Prior research studies have shown flexible working policies to be the most important factor that improves WLB. Nevertheless, because there is no particular scale that measure this concept it is considered as an ambiguous term<sup>39</sup>. Flexible work options also referred to as more intelligent working includes flexible work

hours (flextime) or schedule flexibility, which allows employees to work a certain number of hours varying their start and finish time to their convenience in addition to compressed weeks (i.e. reducing a standard workweek by working longer hours)<sup>40</sup>. Moreover, flexible work options can take on other forms such as job-sharing between two people, Time Off In Lieu (TOIL), part-time work in addition to flexible work arrangements<sup>41</sup>. In fact, technology has paved the way to facilitate flexible work arrangements and thus increased possibilities for working remotely from home via the internet or intranet, smartphones, etc. and for that particular reason, the virtual workforce is the phenomenon of the twenty-first century. Though there's a consensus that technology in general has facilitated our lives in ways beyond imagination, one can argue that bringing work into homes via technology may hinder the balance that it initially attempted to achieve.

WLB practices could also include initiatives to provide employees with materials such as computers for use at home, cultural, sporting and leisure facilities, breastfeeding rooms for new mothers, in addition to financial arrangements as insurance, allowances for the care of a sick family member or a subsidy for holiday activities<sup>42</sup>. In order to cater for different employee WLB needs, companies must have WLB practices locked in place within company policy in order to support employees. Employers' commitment to the well being of its employees is demonstrated by offering WLB practices—not most miniature flexible work options<sup>43</sup>. Therefore, WLB can be regarded as multi-dimensional. WLB can be categorized into formal and informal practices and informal practices are known to be superior to formal WLB practices<sup>44</sup>.

Informal support means employers offer support in the form of granting employees greater autonomy to manage their work, supporting employees who wish

to leave work early for personal or family matters in addition to psychological support such as advice about the combination of family and professional life. Practically speaking, informal support could be a sound alternative if a company cannot afford the resources to deploy formal WLB practices<sup>45</sup>.

Nonetheless, these WLB practices should be properly reflected in Human Resources (HR) strategies which in turn are formulated into WLB-supportive policies. It is essential that HR professionals become responsive to employees who favour flexibility through designing creative work systems, job structures, compensation packages and supportive organizational cultures accommodating more conducive systems for those who wish to create more balance in their lives<sup>46</sup>. And while these new changes that cater for WLB practices present new challenges for human resource management, these changes are positively perceived by employees and thus lead to more significant mutual commitment between employers and employees.

### **2.1.13 Work-life Balance Practices**

Several Work-life Balance Practices have been adopted by various organizations across the globe. They include flexible working schedules; employee benefits; Employee assistance programs, work life balance practices relating to place and work life balance practices relating to job design<sup>47</sup>.

#### **i. Flexible Working Schedules**

Flexible working arrangement is known as an arrangement or work programme that allows an employee to change the venue and time of work. It provides workers with the possibility of relaxing reporting and departure time as long as the expected hours of work are achieved. This has the potential of enabling employees to create time carry out other family related activities that are of significance to the employee. If there is collaboration and proper communication between staff and

organization in implementing these practices, the result will be improved efficiency as well as commitment to organizational goals.

The primary objective of introducing flexi time is to motivate employees in the contemporary competitive work situation. The arrangements an organization provides to the employees will determine whether there will be a spill over between job and family. Most organizations have introduced less conventional job arrangements such as job sharing, working from home, shorter work provide employees with the required flexible work schedules. Flexible working schedules also include having in place arrangements that enable workers to have flexible reporting time, flexible working days, flexible working hours, off days for working overtime, access off for family emergencies or events, optional weekend work program and arrangements to work in shifts<sup>48</sup>.

## **ii. Employee Benefits**

There are several practices that relate to employee benefits. Leave programmes among the significant benefits that may be given to employees. Leave for employees encompass different types of leave programmes such as maternal and paternal leave, paid and unpaid family leave. Leave basically implies a situation where a member of staff is allowed to stay away from work but still maintains the position of an organization's worker. It is however not the same as "work from home" arrangements since they are usually perceived as exceptions and not benefits. This kind of program is subject to extermination at some specified period.

The essence of leave whether paid or unpaid is to enable an employee to attend to other personal or family related issues that are equally of great value. A number of countries have laws that govern leave programs for employees and are clearly stated in the labour laws of such countries. The International Labour

Organization (ILO) provides for at least 21 working days annual leave for employees without include Public holidays, national and religious days. Organizations may also provide other forms of leave such as study leave, sick leave and others as stipulated by law. An organization can also provide other benefits such as payment of tuition for children, low interest loans to employees and pensions programs.

Other benefits may also include rewards and recognition. It is important for a firm to reward and recognize employees for their remarkable achievements. Reward and recognition play a significant roles in making employees identify themselves with the organization. This may take the form of Top down reward and recognition approach where an employee's supervisor rewards and recognizes the contribution of an employee towards the organization. This usually takes the form of awards based on the length of time one has worked, staff appreciation as well as yearly and periodic bonus payments. Recognition and rewards may also take the form of peer to peer recognition where workers and managers recognize and reward the contributions of their colleagues. They may take the form of verbal praise and micro bonuses.

### **iii. Employee Assistance Programs**

When employees receive better social support the health and general welfare of the employee is enhanced. The welfare of the employee may entail a feeling that everything is functioning well and the employee can concentrate with work activities and achieve optimum results. Social support is a vital resource that enables people to cope unfavourable situations thus reducing job and family related challenges alternatively creation of an enabling environment by firms will be critical in alleviation of stress from among the employees. This can only be achieved if

the significance of an employee's family is not underrated through the provision of other things with no connection to career success<sup>49</sup>. If employees receive the desired backing from superiors, there is a possibility of reducing work related conflicts among the employees, role indistinctness as well as job and family struggle. A superior or manager has the responsibility of ascertaining the degree of freedom accorded employees and how it relates to performance of a task<sup>50</sup>. In a situation where a manager supports employees to overcome work and family related conflicts, a significant reduction in turnover intent takes place and the performance of the company may also improve.

Organizations may also adopt work life balance practices relating to where employee works from. These practices entail providing flexibility in the place of work where employees may choose to work away from the office environment. They include availability of teleworking arrangements, provision of resources necessary for teleworking and ensuring regular inspection and maintenance of facilities to ensure a safe work environment. Telecommuting is an arrangement where employees do not commute to a central place to work but are allowed to use mobile telecommunication equipment and other technological applications in order to complete their work activities. This provides employees with the opportunity to work from whichever location as long as they are able to connect with other employees in realtime. Employees may therefore substitute their entire work or part of working hours to be handled away from the usual working environment<sup>51</sup>.

#### **2.1.14 Determinants of Work-Life Balance**

##### **i. Individual**

An individual is the most essential determinant of work-life balance. Two American cardiologists Rosenman and Friedman decided two separate sorts of identity relying

upon heart issue and individual practices: type A and type B. Type A communicates somebody who is more dynamic, more work arranged, enthusiastic and aggressive, while Type B is smooth, patient, adjusted and right minded. It can be contended that since sort A is more work situated, there will be a negative impression of it to work-life parity. Yet work comprehensive quality, which is considered as a fanatical conduct, is something else that annihilates work-life parity.

At the point when work comprehensive quality infers over dependence on work, being grinding away for quite a while, exhausting and occupied with work now and again out of work. Since life is not just about work, obsessive workers experience the ill effects of distance, family issues and some wellbeing issues.

#### ii. Family

The demands that one experiences in family life and that have effects on life balance can be given as the demand of workload and time, role expectations in family and support to be given to the spouse. It is also included in the literature that such variances as marriage, child raising, caring of the elderly at home have effect on work-life balance since they demand more family responsibilities. Those who have to look after a child or the elderly might sometimes have to risk their career by shortening their working hours, which becomes a source of stress for them. On the other hand, those without children or any elderly to look after at home experience less work-life imbalance.

#### iii. Work and Organisation

Workplace is more powerful in work-life irregularity than the family environment. The occupation and the establishment one works in both requests on his time, endeavours and mental limit. Among the endeavours to the increment organization

effectiveness, one of the subjects chiefs concentrate on is to raise the hierarchical productivity, one of the subjects administrators focus on is to raise the organizational reliability of the staff.

iv. Social environment

An alternate determinant of work-life balance is social environment. Particularly in nations that emerge with their socially collectivist attributes, an individual additionally has obligations towards specific social gatherings he has place.

### **2.1.15 Ways of Enhancing Proper Work-Life-Balance Practices among Employees**

There are set of choices for bosses looking to enhance work life balance for labourers. Regardless of whether the point is to enhance work life balance for labourers well-being, maintenance maintain a strategic distance from worker burnout, reduce truancy or increment yield execution (efficiency), there are a few reasons managers need to deal with work-life-balance for everybody at the association<sup>51</sup>.

Here are some approaches to improve work life balance among representatives.

- i. Restricting hours worked: this involves having an authoritative culture in which a labourers are not expected to work in the wake of leaving the worksite. So as to enhance or improve appropriate work life balance, associations can limit hours expected of a specialist in a given week. A few associations even stop their email servers from sending messages after specific hours.
- ii. Focusing on the image and culture at top management projects: most occasions associations have work life balance programs yet usage of this projects turn into a major issue. In the event that associations can

concentrate on the picture and culture that have been anticipated by best administration by advancing and usage work life balance, specialists will be increasingly urged to do likewise and be less frightful that the way of life won't bolster it.

- iii. Focusing on outcome, not hours worked: Productive labourers may complete their work effectively and shouldn't be at the work environment for total 8 hours consistently, superior does not really come in 8 hours sections.
- iv. Promoting breaks in work day: Promoting break can go far in improving work life balance so as to advance execution and specialists duty by holding worry under control. Associations should make a move to provoke specialists to take meal breaks and rest breaks, taking breaks has been appeared to really build execution level, high profitability involves less need to work late.
- v. Giving employees' information about work life balance: Providing data about work life equalization to labourers can encourage a superior culture. This thoughts can result in specialists talking better consideration to make this equalization exists.
- vi. Allowing extra time of for charitable pursuits or volunteer work: permitting additional time empower labourers to seek after other intrigue that makes and keeps them glad and fulfilled throughout everyday life and it can likewise enable the organization to picture.

### **2.1.16 Concept of Work Family Conflict**

Work–family conflict occurs when an individual experiences incompatible demands between work and family roles, causing participation in both roles to become more complicated. This imbalance creates conflict at the work-life interface. It is

important for organizations and individuals to understand the implications linked to work-family conflict. In certain cases, work-family conflict has been associated with increased occupational burnout, job stress, decreased health, and issues pertaining to organizational commitment and job performance. Boundary theory and border theory are the foundations used to study work-family conflict<sup>52</sup>. Boundary theory divides social life into two interdependent sections, work and family. Individuals have different roles and responsibilities in each section. Border theory expands this by considering the influences each section has on the other. Border theory attempts to pin down ways to manage conflict and achieve balance between conflicting identities. Individuals may choose to treat these segments separately, moving back and forth between work and family roles (displaying boundary theory) or can decide to integrate the segments with hopes of finding balance.

Conflict between work and family is bi-directional. There is a distinction between what is termed work-to-family conflict and what is termed family-to-work conflict. Work-to-family conflict occurs when experiences and commitments at work interfere with family life, such as extensive, irregular, or inflexible work hours, work overload and other forms of job stress, interpersonal conflict at work, extensive travel, career transitions, or an unsupportive supervisor or organization. For example, an unexpected meeting late in the day may prevent a parent from picking up his or her child from school.

Work-family conflict can be diminished by establishing family-friendly policies in the workplace. Some of these policies include maternity, paternity, parental, sick leaves, and health care insurance. Organizations may provide child care options either as an on-site child care centre at the business, references to close child care centres, or supplemented child care incomes for the families placing their children

in a child care centre. With advances in technology, individuals who work outside the home and have intense schedules are finding ways to keep in touch with their families when they cannot physically be with them. "Technology has provided a bit of an upper hand, allowing them unprecedented control and creativity in manoeuvring the tenuous balance between work and family".

The concept of work-family conflict has been explained using the role theory framework<sup>53</sup>. They proposed that the major determinant of an individual's behaviour is the expectation of behaviour that others have for him or her. The role theory predicts that the expectation surrounding each of these different roles a person performs can generate inter-role conflict when they involve pressure to dominate the time of the focal person to satisfy all expectations of his or her work and family roles since each role requires time, energy and commitment. Several aspects of family structure are associated with work-family conflict including dependent care responsibilities, especially care for the elderly and disabled children or adults and life cycle stage. Work family conflict is a form of conflict between roles in the form of negative impacts from the work-to-family domain. This actually determines the level of stress for employees when employees spend more time working, which results in less time available for families<sup>54</sup>. The life of each individual's adult is a function of two important factors regarding work and family, which involve someone who is burdened with various responsibilities that require high levels of time and energy<sup>53</sup>. As a result, there are demands from work that can interfere with a person's ability to meet the demands of his family or what is meant by Work-Family conflict<sup>55</sup>. Similarly, Work-family conflict is a form of role conflict that occurs when one role (work / personal life) imposes responsibilities and requirements that is incompatible with other roles or when pressure demands work

interferes with the responsibility for running family life<sup>56</sup>. Studies have shown that family involvement, which refers to the degree to which individuals identify with their family, the relative importance of the family to individuals' self-image and self-concept, and individuals' commitment to their family, is related to work-family conflict<sup>57</sup>. For example, a mother with an ill child may not be able to stop thinking about her child even though she must be at work and fulfil her work-role responsibilities

#### **2.1.17 Concept of Family Work Conflict**

Family-to-work conflict occurs when experiences and commitments in the family interfere with work life, such as the presence of young children, primary responsibility for children, elder care responsibilities, interpersonal conflict within the family unit, or unsupportive family members<sup>58</sup>. For example, a parent may need to take time off from work in order to take care of a sick child, or to witness a tournament or performance of a child. Family-to-work conflict is perceived to result in lower work productivity of employees. Within work-to-family conflict and family-to-work conflict, three subtypes of conflict have been identified: time-based, strain-based, and behaviour-based. Time-based conflict entails competing time requirements across work and family roles, strain-based conflict entails pressures in one role impairing performance in the second role, and behaviour-based conflict entails an incompatibility of behaviours necessary for the two roles.

#### **2.1.18 Concept of Organizational Structure**

The management approach to organizational change reflects the circumstances in the future<sup>59</sup>. A company's performance is influenced by the organizational structure that exists within the company, within a few decades of research conducted to look at the factors that influence the organizational structure and its impact on

organizational performance. Conceptualization of organizational structure is a manifestation of the systematic thinking of organizations that consists of several elements in which there is a relationship between the elements in an organization so that it composes a unit<sup>60</sup>. Structure is a high combination of relationships between organizational elements that form the philosophy of existence of organizational activities, the systematic view of the organization towards structure shows that the organizational structure consists of several people with their duties and responsibilities<sup>61</sup>. The organizational structure has a strong influence on company performance and employee performance where the factors or dimensions of the organizational structure (Job Complexity, Job Formality, and Job Centralization) have a positive and significant effect on employee effectiveness and indirectly influence on company performance<sup>62</sup>.

In the era of global competition, new product development is an important scientific issue;- the company's organizational structure is a functional integration factor for analyzing the performance of new product development, a survey of the manufacturing industry and the high-tech industry in China shows that the characteristics of the organizational structure have an impact on the performance of the new product development team<sup>63</sup>.

In structural changes, efforts to improve company performance or organization need to be considered several things such as communication and organizational practices, in large structures there needs to be good and effective communication so as to make the work environment better<sup>64</sup>. Looking at the factors that determine organizational performance and employee performance, the role of leader abilities is very important in achieving employee performance and organizational performance;- the ability of leaders is seen from the emotional intelligence of leaders, such as

cognitive abilities, intelligence abilities emotional, and social abilities<sup>60</sup>. Improvement on organizational performance can be done by increasing organizational motivation measured by using remuneration, job achievement, job security, and job environment and employee job satisfaction, the research results explain motivation, employee job satisfaction has a significant effect on organizational performance<sup>63</sup>. The efficiency of an organization can be measured by how well the organizational structure in a company;- one of the dimensions that determines company efficiency is complexity, formality, and centralization<sup>64</sup>.

### **2.1.19 Concept of Job Promotion**

Job Promotion is a move that enlarges the authority and responsibility of employees to higher positions in an organization so that obligations, rights, status, and producers the greater the. The importance of developing human resources is done to create better employee performance than before so that the objectives of the organization can be achieved. Efforts to improve employee performance are not easy, and therefore there is a need for employee motivation by career development, one of which is by promoting positions<sup>65</sup>. The importance of developing human resources is done to create better employee performance than before so that the objectives of the organization can be achieved<sup>63</sup>. Employee development through job promotion programs is intended to provide experience in carrying out management functions at a higher structural level than before, where the new position has broader and heavier responsibilities, so employees are required to work harder to improve their abilities so that their duties and responsibilities can be carried out successfully. Job promotion programs can be implemented if there are positions that have not been filled or there are vacancies as well as the re-evaluation of old

positions. The opportunity to fill a position is first given to those who have fulfilled all the requirements regarding the implementation of the promotion.

Placement of employees is done by making adjustments to the needs of the organization associated with planning to get the right people in the right position as well or commonly known as "right man on the right place". To get a good and professional, responsible, honest and fair state civil apparatus, a recruitment system based on open capability based on capability is needed<sup>66</sup>. Job promotion provides an important role for every employee, even a dream that is always waiting for. If there is an opportunity for employees to be promoted based on the principles of fairness and objectivity, employees will be motivated to work harder, be more enthusiastic, discipline, and achieve work so that organizational goals can be optimally achieved. Organizations need high-performing employees, at the same time employees need feedback on their performance as a guide for their actions in the future. The existence of promotional targets, makes employees feel valued, cared for, needed and recognized by their organization's work ability so that they will produce high outputs and will enhance the morale of the organization.

Job promotion occurs when an employee moves from one job to another, which is higher in payment, responsibility and level<sup>67</sup>. Job promotion is one way to motivate employees to work. Work motivation is generally as awards, prizes for past efforts and achievements<sup>68</sup>.

## **2.2 Theoretical Framework**

### **2.2.1 Maslow's Need Hierarchy Theory**

One of the better known theories of motivation is Maslow's Need Hierarchy Theory<sup>69</sup>. It was proposed that all individuals have a specific set of needs that need to be fulfilled over a course of lifetime<sup>69</sup>. This is the broad theory on the

development of human and its application is generally considered to be the adult years, thus the industrial application is that people strive to meet their needs in a work environment. Maslow arranged the needs in a hierarchical order and proposed that individuals have five basic set needs; Physiological needs, Safety needs, Love needs, Esteem needs and Self-actualization needs. The need that is unsatisfied at any given time is the need considered to be the most important. Initially Maslow's research theory was cross-sectional design; recently longitudinal studies have been used to support the cross-sectional studies. Maslow's theory has the relationship to work motivation; it is in this longitudinal study that examines the changing priorities of the needs as other needs reach an acceptable level of satisfaction. Work motivational factors change over the period of time.

**Psychological Need:** Psychological needs are literal requirements for human survival. Air, food and water are metabolic requirements for survival for all humans. An individual to satisfy these psychological needs is more significant than the drive to satisfy any other type of need. These needs are satisfied through the wages and salaries paid by an organization<sup>70</sup>.

**Safety Need:** With their physical needs relatively satisfied, the individual's safety needs take precedence and dominate behaviour. In the absence of physical safety- due to war, natural disaster, family violence, childhood abuse etc. people may re-experience post traumatic stress disorder or trans-generational trauma. In the absence of economic safety- due to economic crisis and lack of work opportunity- these safety needs manifest themselves in ways as a preference for job security, grievance procedure for protecting the individual from unilateral authority, insurance policies, reasonable disability accommodations, etc. Safety and security needs

include: personal security, financial security, health and well-being, safety net against accidents/illness and their adverse impacts.

Love and Belonging: Humans need to feel a sense of belonging and acceptance, whether it comes from a large social group, such as clubs, office culture, professional organizations, sports teams or small connections (family members, inmates partners, mentors, confidence). They need to love and be loved by others.

Esteem Need: All humans have a need to be respected and to have self-esteem and self-respect<sup>71</sup>. Esteem presents the normal humans desire to be accepted and valued by others. People need to engage themselves to gain recognition and have an activity/ activities that give the person a sense of contribution, to feel self-valued, to be it in a profession or hobby.

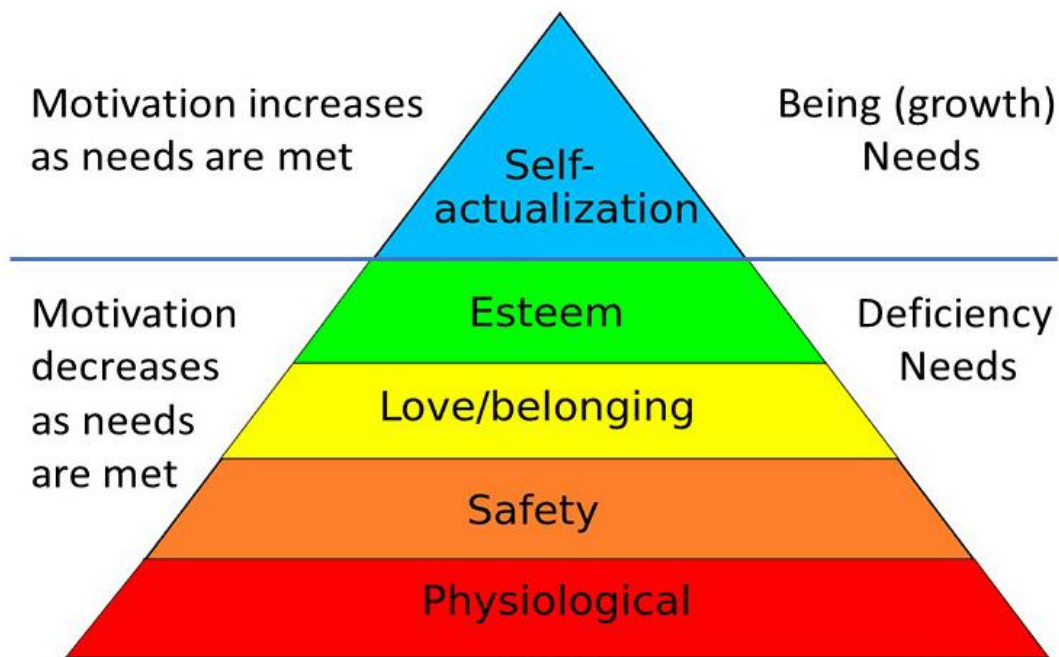


Figure 2.1: Abraham Maslow's Need Hierarchy Theory

Self-Actualization Need: What a man can do, he must be. This forms the basis of the perceived need for self-actualization<sup>72</sup>. Maslow describes this desire to become more and more what one is, to become everything that one is capable of becoming. One can be achieve this not enough promotions but by mastering their environment and setting and achieving goals. The study adapting Maslow's theory because the five basic set needs are the daily human needs which can motivate a person to work hard or to demoralize the ability of working hard in to his or her employer, no matter what the employer have as pleasing environment attracting elements to assist employees to work.

#### **2.2.1.2 Limitation of Maslow's Need Hierarchy Theory**

- i. The model does not consider the probability of cultural differences;- on the other hand, it assumes that the exact needs apply equally to all human cultures.
- ii. The model fails to consider the probability of individual differences, nonetheless assumes that the exact needs in the same order apply equally from one person to another irrespective of nature.

#### **2.2.2 Herzberg' Two Factor Theory**

The two-factor theory (also known as Herzberg's motivation-hygiene theory and dual-factor theory)<sup>73</sup>. Herzberg's Motivation Theory model, or Two Factor Theory, argues that there are two factors that an organization can adjust to influence motivation in the workplace<sup>73</sup>. These factors are (i) motivators: which can encourage employees to work harder and (ii) hygiene factors: these won't encourage employees to work harder but they will cause them to become unmotivated if they are not present<sup>74</sup>. The theory states that there are certain factors in the workplace that cause job satisfaction while a separate set of factors cause dissatisfaction, all of which act independently of each other<sup>74</sup>.

If management wishes to increase satisfaction on the job, it should be concerned with the nature of the work itself — the opportunities it presents for gaining status, assuming responsibility, and for achieving self-realization. If, on the other hand, management wishes to reduce dissatisfaction, then it must focus on the workplace environment — policies, procedures, supervision, and working conditions. If management is equally concerned with both, then managers must give attention to both sets of job factors.

Two-factor theory distinguishes between:


- **Motivators** (e.g. challenging work, recognition for one's achievement, responsibility, opportunity to do something meaningful, involvement in decision making, and sense of importance to an organization) that give positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth.
- **Hygiene Factors** (e.g. status, job security, salary, fringe benefits, work conditions, good pay, paid insurance, vacations) that do not give positive satisfaction or lead to higher motivation, though dissatisfaction results from their absence. The term "hygiene" is used in the sense that these are maintenance factors. These are extrinsic to the work itself, and include aspects such as company policies, supervisory practices, or wages/salary. Herzberg often referred to hygiene factors as "KITA" factors, which is an acronym for "kick in the ass", the process of providing incentives or threat of punishment to make someone do something.

Hygiene factors are what cause dissatisfaction among employees in the workplace<sup>75</sup>.

In order to remove dissatisfaction in a work environment, these hygiene factors must be eliminated. There are several ways that this can be done but some of the most important ways to decrease dissatisfaction would be to pay reasonable wages,

ensure employees job security, and to create a positive culture in the workplace. Herzberg considered the following hygiene factors from highest to lowest importance: company policy, supervision, employee's relationship with their boss, work conditions, salary, and relationships with peers. Eliminating dissatisfaction is only one half of the task of the two factor theory. The other half would be to increase satisfaction in the workplace. This can be done by improving on motivating factors. Motivation factors are needed to motivate an employee to higher performance. Herzberg also further classified our actions and how and why we do them, for example, if you perform a work related action because you *have* to then that is classed as "movement", but if you perform a work related action because you *want* to then that is classed as "motivation". Herzberg thought it was essential to eliminate job dissatisfaction before going on creating conditions for job satisfaction because it would work against each other.

According to the Two-Factor Theory, there are four possible combinations<sup>75</sup>:

- 
1. High Hygiene + High Motivation: The ideal situation where employees are highly motivated and have few complaints.
  2. High Hygiene + Low Motivation: Employees have few complaints but are not highly motivated. The job is viewed as a paycheck.
  3. Low Hygiene + High Motivation: Employees are motivated but have a lot of complaints. A situation where the job is exciting and challenging but salaries and work conditions are not up to par.
  4. Low Hygiene + Low Motivation: This is the worst situation where employees are not motivated and have many complaints.

### **2.2.2.1 Limitations of Herzberg' Two Factor Theory**

The limitations of the theory are as follows:

- i. The two-factor theory overlooks situational variables.
- ii. Herzberg assumed a correlation between satisfaction and productivity. But the research conducted by Herzberg stressed upon satisfaction and ignored productivity.
- iii. The theory's reliability is uncertain. Analysis has to be made by the raters. The raters may spoil the findings by analyzing same response in different manner.
- iv. No comprehensive measure of satisfaction was used. An employee may find his job acceptable despite the fact that he may hate/object part of his job.
- v. The two factor theory is not free from bias as it is based on the natural reaction of employees when they are enquired the sources of satisfaction and dissatisfaction at work. They will blame dissatisfaction on external factors such as salary structure, company policies and peer relationship. Also, the employees will give credit to themselves for the satisfaction factor at work<sup>77</sup>.
- vi. The theory ignores blue-collar workers. Despite these limitations, Herzberg's Two-Factor theory is acceptable broadly<sup>77</sup>.

### **2.2.3 Expectancy Theory of Motivation**

Expectancy theory was proposed by Victor Vroom of Yale School of Management in 1964.

The theory proposes that an individual will behave or act in a particular way because they are motivated to select a specific behaviour over others due to what they expect the result of that desired behaviour will be <sup>78</sup>. In essence, the motivation of the behaviour selection is determined by the desirability of the outcome. However, at the core of the theory is the cognitive process of how an

individual processes the different motivational elements. This is done before making the ultimate choice. The outcome is not the sole determining factor in making the decision of how to behave. Expectancy theory is about the mental processes regarding choice or choosing. It explains the processes that an individual undergoes to make choices. This theory emphasizes the need for organizations to relate rewards directly to performance and to ensure that the rewards provided are those rewards deserved and wanted by the recipients<sup>79</sup>.

Motivation is known as a process governing choices among alternative forms of voluntary activities, a process controlled by the individual<sup>80</sup>. The individual makes choices based on estimates of how well the expected results of a given behaviour are going to match up with or eventually lead to the desired results. Motivation is a product of the individual's expectancy that a particular effort will lead to the intended performance, the instrumentality of this performance to achieving a particular result, and the desirability of this result for the individual, known as valence<sup>81</sup>. The expectancy theory of motivation explains the behavioural process of why individuals choose one behavioural option over the other<sup>82</sup>. This theory explains that individuals can be motivated towards goals if they believe that there is a positive correlation between efforts and performance;- the outcome of a favourable performance will result in a desirable reward, a reward from a performance will satisfy a critical need, and the outcome satisfies their need enough to make the effort worthwhile<sup>83</sup>.

Vroom introduced three variables within the expectancy theory which are valence (V), expectancy (E) and instrumentality (I). The three elements are essential behind choosing one element over another because they are clearly defined: effort-

performance expectancy (E>P expectancy), performance-outcome expectancy (P>O expectancy)<sup>84</sup>.

Expectancy theory has three components: expectancy, instrumentality, and valence.

1. Expectancy: effort → performance (E→P)
2. Instrumentality: performance → outcome (P→O)
3. Valence: V(R) outcome → reward

### **Expectancy: Effort → Performance (E→P)**

Expectancy is the belief that one's effort (E) will result in the attainment of desired performance (P) goals. Usually, it is based on an individual's past experience, self-confidence (self-efficacy), and the perceived difficulty of the performance standard or goal<sup>85</sup>.

1. Self-efficacy – the person's belief about their ability to successfully perform a particular behaviour. The individual will assess whether they have the required skills or knowledge desired to achieve their goals.
2. Goal difficulty – when goals are set too high or performance expectations that is made too difficult. This will likely lead to low expectancy. This occurs when the individual believes that their desired results are unattainable.
3. Perceived control – Individuals must believe that they have some degree of power over the expected outcome. When individuals perceive that the outcome is beyond their ability to influence, expectancy, and thus motivation, is low.

### **Instrumentality: Performance → Outcome (P→O)**

Instrumentality is the belief that a person will receive a reward if the performance expectation is met. This reward may present itself in the form of an increase in pay, promotion, recognition or sense of accomplishment. Instrumentality is low when

the reward is the same for all performances given. Another way that instrumental outcomes work is commissions. With commissions performance is directly correlated with outcome (how much money is made). If performance is high and many goods are sold, the more money the person will make. Factors associated with the individual's instrumentality for outcomes are trust, control and policies:

- Trusting the people who will decide who gets what outcome, based on the performance,
- Control of how the decision is made, of who gets what outcome, and
- Policies understanding of the correlation between performance and outcomes.

### **Valence V(R)**

Valence is the value an individual places on the rewards of an outcome, which is based on their needs, goals, values and sources of motivation. Influential factors include one's values, needs, goals, preferences and sources that strengthen their motivation for a particular outcome. Valence is characterized by the extent to which a person values a given outcome or reward. This is not an actual level of satisfaction instead the expected satisfaction of a particular outcome.

The valence refers to the value the individual personally places on the rewards. -1  
→0→ +1

**-1= avoiding the outcome 0 = indifferent to the outcome +1 = welcomes the outcome**

In order for the valence to be positive, the person must prefer attaining the outcome to not achieving it. Valence is one behavioural alternative, where the decision is measured on the value of the reward. The model below shows the direction of motivation, when behaviour is energized:

**Motivational Force (MF) = Expectancy x Instrumentality x Valence**

When deciding among behavioural options, individuals select the option with the greatest amount of motivational force (MF). Expectancy and instrumentality are attitudes (cognitions), whereas valence is embedded in an individual's value system.

### **2.2.3.1 Limitation of the Expectancy Theory of Motivation**

- i. The expectancy theory seems to be idealistic because quite a few individuals perceive high degree correlation between performance and rewards.
- ii. The application of this theory is limited as reward is not directly correlated with performance in many organizations. It is related to other parameters also such as position, effort, responsibility, education, etc.

## **2.3 Review of Empirical Studies**

### **2.3.1 The Effect of Employee Wellbeing on Employee Performance**

A study was conducted to examine the effect of employee well-being on performance in organization with reference to the manufacturing sector<sup>94</sup>. The study helps in knowing the expectations and opinions of the employees towards the well-being which is provided by the organization. The empirical research method was being used. The study has used the primary data is gathered through a direct questionnaires. Sample consists of (n=100) employees from the manufacturing sector. The study showed that the effectiveness of employee well-being within the organization and how important well-being is to motivate employee performance within the organization. In the study confident respondents were hesitant and some of them were not willing to respond. The study has been conducted only in manufacturing sector in Bangalore and so the opinion of the respondents in manufacturing sector in Bangalore only has been considered.

A study to analyze the effects of job satisfaction and motivation on employee performance was carried out in XYZ Shipping Company<sup>113</sup>. Data processing techniques used are Microsoft Excel for Windows, Statistical Social Package for Science (SPSS) for windows ver. 20.0. The analysis used regression analysis to analyze the effect of job satisfaction and motivation on employee performance on Shipping Company XYZ. Research approach using a quantitative approach is a closed form questionnaire distributed to 70 respondents and is equipped with qualitative data to get information through interviews with the leadership of the respondents. Data collected by a questionnaire using Likert scale. The regression equation showed job satisfaction and motivation influence on employee performance. Each job satisfaction and motivation better, it will produce a good performance.  $T_{count} > t_{table}$ , then  $H_0$  is rejected, meaning that job satisfaction and motivation influence on the performance of employees at XYZ Shipping Company.  $T_{count}$  positive means if the positive influence job satisfaction and motivation increases, the performance of employees will also increase. The results of study proves that there is positive and significant correlation between job satisfaction and motivation to employee performance. This means that the better job satisfaction and motivation of employees, the higher the performance of employees and the other hand, if the provision of job satisfaction and motivation is low, it will lead to decreased employee performance.

A study was carried out on Employee wellbeing, employee performance & positive mindset in a crisis<sup>200</sup>. In times of crisis, organizations might go beyond survival mode and find ways to improve the psychological resources of employees as a positive mental attitude becomes an alternative perspective that leads to optimal performance outcomes. The paper, through a critical literature review

methodological approach, studies the theoretical framework of employee wellbeing , employee performance during a crisis period and explores the role of a positive working mindset. The study concludes that positivity in the workplace and employee wellbeing in times of crisis are key factors corporate leaders to enhance organizational citizenship behaviour, which is a crucial factor in terms of productivity, affective commitment, job satisfaction, and efficiency.

### **2.3.2 The Effect of Job Security on Employee performance**

A study on Employee Job Security and Performance Relationship was examined in Developing Economy through Employee Engagement<sup>186</sup>. Employee performance ensures organizational achievement in the challenging environment of today's business world. Consequently, academicians and practitioners attempt to come in a consensus which aspect decides employee performance. Thus, the study endeavours to generate a structural equation model by using the PLS analysis method in determining the relationship among employee job security, employee engagement, and employee performance from the perspective of developing context. The study performs survey method for accumulating the perceptions of 392 employees of RMG industry in Bangladesh. The study point out that employee job security has influence on the employee performance and employee engagement; and employee engagement mediates the relationship between employee job security and employee performance. Therefore, the model is expected to implement in developing settings as an approach to enhancing employee performance.

A study on the loss of job security and its impact on employee performance was conducted in Oman<sup>199</sup>. Globalization and its accompanying elements have led to a reduction in job security all over the world, and lifelong employment is primarily restricted only to the public sector. Due to increasing cost cutting and

trimming by organizations to become leaner and fitter, jobs become the first casualty. These conditions are magnified in the case of employees who are temporarily employed on time bound contracts. Expatriates are also subject to severe problems on this account. The present study is an attempt to study the factors impact of the loss of job security on employee performance and employee satisfaction. It also analyzes the relation between the labour market status of employees and their concern about loss of job security. T tests was used to test the relation between these variables. The study concluded that there is a significant effect of job security on employee performance and satisfaction.

### **2.3.3 The Effect of Job Promotion on Employee Performance**

A study was carried out on the influence of job promotions on employee performance in the Makassar City Regional Secretariat<sup>192</sup>. The study used quantitative methods. Determination of the sample in the study using the solving formula as many as 73 employees with a simple random sampling technique. Data collection techniques using observation, questionnaires and documentation. The data analysis technique used is simple linear regression and T test. The results showed that: (1) The level of promotion in the Makassar City Regional Secretariat was in the good category following the operational standard procedures in accordance with Law No. 5 of 2014 and its derivative rules, (2) the level of performance of employees in the Makassar City Regional Secretariat is in the very high category, and (3) the t-test shows that H0 is rejected and H1 is accepted, which means that promotion is a positive and significant effect on employee performance in the Makassar City Regional Secretariat shown by the equation  $\hat{Y} = 11.614 + 0.711X$ .

Basically employees have the desire to experience promotions will tend to have good performance, if achieved or not the performance targets are used as a basis

for assessment in the promotion of positions in addition to loyalty, education level and work experience. Leaders must pay more attention to the promotion of positions to employees who are able to maintain high performance.- the promotion of the right position as needed will have a positive influence on improving employee performance.

A study on the effects of training and job promotion on work motivation and their implications on employee job performance was conducted in Indonesia<sup>193</sup>. The study is accomplished in the Environment of the South Lampung Regency National Education Office on 215 respondents. The research design uses a quantitative survey method and data analysis is based on the structural equation model (SEM) with Amos 24. The results of the study show that (a) training and promotion had a positive and significant effect on work motivation, (b) training, promotion and work motivation had a positive and significant effect on job performance but (c) work motivation did not play any significant role in mediating the effect of training and job promotion for job performance. While job promotion had a more dominant direct effect than training in improving employee job performance, efforts to improve employee job performance will be more productive by providing job promotions to employees. Another effort is to provide opportunities for employees to attend training regularly. With job promotion and training, work motivation will increase, and the impact is that employee job performance will increase.

A study investigated the effects of job promotion practices on employee performance in Kenya Forestry Research Institute in Muguga, Kenya<sup>194</sup>. The study anchored on expectancy theory. The study used a positivism philosophy and a descriptive research design. The unit of analysis was Kenya Forestry Research

Institute. The target population was all the 178 staff working in Kenya Forestry Research Institute in Muguga. A sample of 121 respondents was selected through stratified random sampling. A semi-structured questionnaire was used in collecting primary data. A pilot study was conducted to ensure the data collection tool is reliable. Analysis of qualitative data was carried out through thematic analysis. Descriptive statistics focused on frequency distribution, percentages, mean and standard deviation. Components of inferential statistics include; Pearson correlation coefficient and multivariate regression analysis. Both descriptive and inferential data were analyzed with the help of SPSS Version 25. The results obtained were presented both in tables as well as figures (pie charts and bar graphs). The study found that job promotion practices have significant effect on employee performance in Kenya Forestry Research Institute.

Further, the study found that employees acquire new skills through job promotion. Henceforth, the study recommends that Kenya Forest Research Institute Headquarter should consider leadership abilities, attitude of staff and review past performance when promoting staff so as to improve on their overall competency skills.

A study was conducted on the effect of job promotion with indicators of discipline and cooperation, on employee performance. and indirect influence of competence on discipline and cooperation on employee performance<sup>195</sup>. The design used in this study is quantitative by taking employees who work at PT. ABC Airport K as a population. sampling technique is using Cluster Random Sampling in the Electronic Facility & IT Division with a sample of 41 employees. The data collection is done by using 34 kinds items designed based on the Likert scale approach. Based on the results of the research analysis it was found that disciplinary and collaborative variables significantly affected performance, and the

competency variables indirectly mediated the influence of discipline and collaboration on employee performance

#### **2.3.4 The Effect of Training & Development on Employee Performance**

The impact of training and development on employee performance was examined in Radisson Blu Anchorage hotel, Nigeria<sup>174</sup>. This study, therefore, sought to determine the impact of training and development on employee performance in Radisson Blu Anchorage Hotel. The study assessed the training and development process of Radisson Blu Anchorage Hotel and whether training has improved employee performance. A questionnaire was designed using structured questions to collect primary data from employees of Radisson Blu Anchorage Hotel. The findings of this research indicated that the various training undergone in Radisson Blu Anchorage Hotel has impact on employee performance but the management needs to look into the training package. Most of the employees were of the view that training and development were effective tools for both personal and organizational success. Results of analysis of the data collected show that various training conducted in Radisson Blu Anchorage Hotel has impact on the employees.

The impact of Training & Development on employees' performance in banks was examined in Pakistan<sup>175</sup>. The study is being carried out taking into consideration the significance of both Training & Development (T & D) and Employee Performance for the businesses at all levels and in all sectors. Banking sector is chosen as representative due to its backing up role in the economy of any country. It is most crucial for services businesses to keep their employees' knowledge and competencies up to the mark because of the global saturation occurring in services. Economies are becoming services' led so competition is being added up and strengthened by leaps & bounds. In such a situation, it becomes of

prime concern for the organizations particularly servicing organizations like banks to capture new knowledge for serving competitively, store & preserve this knowledge, and then deliver it to the employees using some organized & methodical approach. Now what such an approach could be other than designing strategic and well suited T & D programs. Taking an account of all this, a descriptive & quite explanatory approach is being chosen to carry out a study for checking out the impact that T & D has on the performance level of employees working in the banks of Pakistan. Three objectives were designed for the study; assessment of current practices, impact check, and proposition for better investment into T & D. This has been done selecting six representative banks of Bahawalpur (Bank Alfalah Limited, Muslim Commercial Bank, Habib Bank Limited, Allied Bank Limited, National Bank of Pakistan, and Bank of Punjab) as sampling unit. Employees in these banks were given a structured questionnaire that was designed to particularly measure the influence of T & D on respondents' skills like Job knowledge, work quality & quantity, functional skills, and their motivation & loyalty. Data collection was done taking sample size of 150 employees while receiving 104 valid responses using convenience & referral sampling. Analysis was done through the application of frequency tests & bar charts on the response rates in SPSS. Major findings were that most of the employees agreed to the item statements by making it clear that T & D had a positive impact on their Job knowledge, work quality & quantity, functional skills, and their motivation & loyalty and these are all linked to their performance either strongly or moderately but in a supporting direction. Hence, the study concluded up with Training and Development positively impacting the employees' performance in the banks of Pakistan.

A study was conducted on the Impact of Training and Development on Employees Performance and Productivity<sup>176</sup>. The main objective of the study was to investigate whether training and development has impact on employees' performance and productivity. This study made was quantitative in nature. Data for the paper have been collected through primary source that is from questionnaires surveys. The data was checked through statistical software to find the impact of training and development on employees' performance and productivity. There were two variable Training and Development (Independent) and Employees' performance and productivity (Dependant). Eight united banks limited were selected for the study. Eighty questionnaires were distributed for the collection of data. Descriptive statistics tools SPSS were applied on the questionnaire to see the reliability and consistency. The goal was to see whether Training and Development has an impact on Employees Performance and Productivity. Data were analyzed and discussed. The result showed that there was significant relationship between the variables, the Pearson correlation was used in study and Cronbach Alpha for each questionnaire was obtained. Frequency distribution was used to see the individual result of the study. Relevant literature were also studied about topics related to this research.

A study on the Effects of Training and Development on Employee Performance was carried out in Abia State Polytechnic, Aba<sup>177</sup>. The purpose of the study was to investigate whether training and development would have an effect on the performance of employees with Abia State Polytechnic as a case study. The methodology that was used for the study was survey plan. Primary data was collected from a sample of fifty (50) senior staff. Self - administered questionnaire was used in the collection of data for analysis. The study revealed that there were organizational issues such as lack of management support for training and

development programmes, which constrained training and development. It was also found that training and development had positive impact on employees of the Polytechnic. The study recommended that in order for Abia State Polytechnic to be successful as the first choice Polytechnic in Nigeria, management must empower all departments to engage in the training and development of employees to build potential and strengthen employees' competencies.

A study on the Impact of Training and Development on Employees Performance and Productivity: A Case Study of Jordanian Private Sector transportation companies was carried out in the Southern region of Jordan <sup>178</sup>. A quantitative approach is used Relevant data was collected through structured questionnaire. Subjects for the study consisted of 254 employees which constituted 60% of the total target population of 420 people. 254 structured questionnaire were distributed to employees on job location, 212 questionnaires were returned and only 188 were suitable for statistical analysis. SPSS version 16 has been used to for data analysis. Both descriptive and inferential statistics were used for dataanalysis. The statistical tools aligned with the objective of the research. For this purpose, frequency tables, percentages, means and standard deviations were computed and substantively interpreted.

Inferential statistics like Pearson product moment correlation coefficient ( $r$ ) and linear regression were used to determine if there is a significant positive relationship existed between the independent variables (training and development) and dependent variables (performance and productivity). The findings indicated that training and development were positively correlated and claimed statistically significant relationship with employee performance and productivity. Analysis and interpretation

were made at 0.05 level significance. The study concluded that training and development have a significant impact on employee performance and productivity.

Therefore, it was recommended that practical training programs and carefully set development plans should be provided to all employees to enable them to enhance their skills and upgrade their knowledge. Finally, foreseeable future research can be conducted to cover other variables like (capabilities, involvement so on) which might affect performance and productivity.

A study on the effects of Training on Employee Performance was carried out in Bonjus and Khatib and Alami Companies<sup>179</sup>. The aim of this study is to understand the effects of training on the performance of employees from two Lebanese companies - Bonjus Company and Khatib & Alami Company. Currently, organizations rely on improved capability, skills, and knowledge of talented employees to achieve positive performance. Despite employing already experienced employees, human resource managers still design training and development programs to make employees learn and acquire skills, ability, and knowledge about their responsibilities. This is done with the understanding that employees form the backbone of organizations. However, it is still unclear on how Lebanese companies achieve the level of education and training for their employees. The study collected primary data from a sample of 303 respondents. The researcher visited a sample of respondents from their workstations to administer questionnaires. The findings, however, showed that the two companies from Lebanon designed different training programs. The two companies design training programs that focus on short-term skills and development programs for long-term abilities. Some of the programs include organizing programs outside the workplace, attending workshops, participating in department activities, and watching others. Consequently, training

programs benefited employees as well as the two companies. Employees cited that they were able to develop inner satisfaction, received positive evaluation feedback, understood how to achieve a quality output, and developed career beyond class work. Nevertheless, management noted that they experienced challenges in implementing training programs because of fear to spend more resources, communication, bureaucracy, less support from top-level managers, and failure to have structures. The implications of the findings for practice were highlighted.

A study on the effects of training and workforce development on employees' productivity and organizational performance was examined in First Bank, Nigeria<sup>180</sup>. The study applied structured questionnaires to a sample size of 75 drawn by simple random sampling. The data generated was analyzed using descriptive statistics. The findings of the study show that the majority (70%) of the respondents agreed that training and workforce development has enhanced their efficiency and job productivity. Secondly, the majority (80%) of the respondents overwhelmingly agreed that training and workforce development enhanced organizational performance. The study recommends that organizations should conduct training needs assessment to ensure that the right training is given; ensure that their training programmes should be on a continuous basis; and motivate staff who performed exceptionally well during training sessions so that other staff will in turn aspire to excel.

A study on the impact of Training on Employees' Performance in banking sector was conducted in Lesotho<sup>181</sup>. This study employed stratified sampling technique to draw a sample of 171 employees from a population of 300 employees through self-administered questionnaire to examine the impact of training on employees' performance, employee's motivation and job-satisfaction in the banking sector in Lesotho. The findings of the study generally revealed that training not

only increases employees' performance but also positively affects employees' motivation and job satisfaction within the banking sector in Lesotho. Therefore, the banking sector in Lesotho should regularly allocate resources for employees' training based on identified skill gaps to sharpen employees' skills, knowledge and abilities in order to capacitate them to cope with the ever-changing working environment and uncertain conditions and to improve their motivation and jobsatisfaction.

A study on the Impact of Training and Development on Employee Performance was carried out in Pakistan<sup>182</sup>. This study was conducted under the framework of Pakistan's banking sector. Stratified sampling technique was used as sampling method in which number of elements is selected by proportionate sampling. A sample size of 500 employees was administered questionnaire. Study findings reveal development leads to better employee performance, training and development both increase the employee performance. Organizations need to spend on training and development of its employees for sustainable long term competitive edge.

A study on the investigation of the performance of Air staff during the COVID-19 pandemic was conducted in Oman<sup>183</sup>. The study was conducted using a sample of 35 persons drawn from Oman Air's total workforce of 100 employees. Following the conclusions of the research, Oman Air was able to maintain its competitive advantage, enhance employee satisfaction levels, and reduce staff turnover by establishing a training and development plan that was successful. The training and development essential to do their jobs more successfully were provided to new hires, resulting in higher productivity and better succession planning for the organization. When it comes to Oman Air, a training and development plan must

be established before it can be properly executed. According to the findings of the study, there is a positive relationship between training and development and employee performance.

A study on the impact of Training and Development on Employee Performance and Productivity was carried out in Private Bank of Noakhali Region in Bangladesh<sup>184</sup>. The study employed stratified sampling technique to draw a sample of 60 employees from a population of 70 employees through self administered questionnaire. The results show that the mean for on the job training and development located from 3.23 to 4.4 and for off the job training and development from 2.36 to 4.05. The overall impact of training and development from the perspective of employees of private banking sector in Noakhali region has mean and standard deviation respectively 3.54 and 0.95 in total. The result indicates that training and development has a high impact on the employee's performance and productivity in the perspective of employees of private bank in Noakhali region. The findings of the study generally revealed that training not only increases employees' performance but also positively affects employees' motivation and job satisfaction within the Private banking sector in Bangladesh. Therefore, the banking sector in Bangladesh should regularly allocate resources for employees' training based on identified skill gaps to sharpen employees' skills, knowledge and abilities to capacitate them to cope with the ever-changing working environment and uncertain conditions and to improve their motivation and job satisfaction.

### **2.3.5 The Impact of Work Life Balance on Employee Performance**

A study based on the review theoretical literature on work-life balance as its impact on employee performance was conducted<sup>196</sup>. The research work sought to examine extensively whether there is a relationship between labour flexibility and

production efficiency, relationship between employer employee and increased productivity, work climate and turnover rate, and lastly job protection and retention of employees. The study therefore suggested that labour stability, employer-employee relationship, work atmosphere and job protection have a positive impact on improved production quality, increased efficiency, employee turnover rate, retention of employees. The results showed that when workers perceive a work-life imbalance, they respond negatively, and that management should implement work-life balance strategies to enhance employee performance. It has been inferred from the research results that the work life balance is of considerable importance to modern work organisations.

A study on the evaluation of the impact of work-life balance on employee performance was conducted in a Shipping Company in Sri Lanka<sup>197</sup>. The research further elaborated on the relationship between work-life balance and employee performance as well. Accordingly, a quantitative study is conducted by collecting primary data through a self-administered questionnaire. The secondary data for the study were collected through books, journals, and articles. Moreover, this study comprised a sample size of 84 employees of a leading shipping company in Sri Lanka. The sampling technique was convenient sampling. Data analysis comprised of inferential and descriptive statistics. Descriptive statistics included frequencies, means, and standard deviations. When it comes to Inferential statistics, the impact of work-life balance on employee performance was analysed using simple linear regression analysis by using the SPSS tool. Based on the correlation analysis, it was revealed that there is a strong positive relationship between work-life balance and employee performance. Then the regression analysis confirmed that there is a significant impact of work-life balance on employee performance.

A conceptual study was carried out on work-life balance and its impact on employee performance<sup>198</sup>. In organizations as well as in personal life the changes and challenges are arising at all level of employees due to the cut-throat competition in the market, fast-paced life with no objectivity in life as well as current global workplace trends. So work-life balance is the need of the hour to increase and improve motivation and morale of employees by keeping them happy and satisfies and getting maximum best from them, as well as adopting various successful retention strategies to retain valuable employees within the organization as well as maintaining the quality of work-life at workplace. This article leads to the examination of work-life balance effectiveness and its impact on the employees' productivity. A balanced life boosts energy and efforts to perform productively. That strengthens emotional, intellectual, physical and spiritual aspects of one's life and enhances positive attitude with optimistic behaviour. The proper balance among different roles in life brings happiness and reduces stress. Both employer and employee, play a vital role to maintain work-life balance and effective performance. Business organisations facilitate employees with various set of policies such as flexible working hours, freelancing and compressed work weeks, and training programmes to manage time factor, stress and other life roles.

A study was conducted to examine the factors that influence work-life balance in government owned organizations in Nigeria<sup>173</sup>. A conceptual review of literature was done. Information were gathered from textbooks, articles, journals conference proceedings. The result from the proposition revealed that there is relationship between work-life balance and employee performance. The study therefore concluded that work-life balance factors such as flexiblework arrangements, employee wellness programs and family responsibility are essential tools that could

be adopted by organizations in order to ensure that their staffs are satisfied. The study therefore concluded that work-life balance is beneficial for employee performance and therefore recommends continual renewal of work-life balance policy which will help in improving employee performance and will also have positive effect on organizational productivity

### **2.3.6 The Joint Impact of Motivational Factors on Employee Performance**

A study on the place of motivation on employees' performance was carried out in the Nigerian Banking Industry<sup>86</sup>. The study was conducted in the area of Lagos Island, Nigeria and population consisted of 5 selected banks in that location. The design employed for this study was descriptive-correlation survey method. The research focused on not less than nor more than eighty (80) senior staff which includes human-resource managers, directors and managers of the selected banks. The selected banks are First Bank of Nigeria, Guaranty Trust Bank, Diamond Bank, Zenith Bank and Wema Bank. The sampling technique used was convenience sampling technique. This technique was used because the participants were at their place of work during the period of the survey. The instrument used in this study was a questionnaire designed by the researcher, which was administered to respondents. 80 questionnaires were distributed to the employees of selected banks, of which 67 were returned. The questionnaires comprise three (3) sections: "A", "B" and "C". Section "A", contain questions on the independent variable (motivation) and section "B" contain questions on the dependent variable (performance) and lastly, section "C" contains information on the personal data of the participants. Data was analyzed based on the responses of the questionnaire that will be administered. The statistical tool used was the Statistical Package for Social Sciences (SPSS). The SPSS was used to analyze the information gathered. The

Simple Linear Regression was used to test the effect between employee motivation and performance. The main finding of the study clearly evidenced that motivation has an effect on employees' performance.

A study was conducted on the effect of variable compensation, work motivation and job satisfaction on employee performance<sup>87</sup>. The researchers used a quantitative and technical approach to path analysis (Path Analysis). The population in this research was employees with non-managerial positions at 24 branch offices in the working area of Regional Office I covering the provinces of DKI Jakarta, West Java and Banten as many as 2547 people, with a sample of this study as many as 346 respondents with exploratory research method which aims to test a theory or hypothesis to reinforce or reject the theory or hypothesis of the results of research undertaken. The study was conducted for 12 months from December 2016 to December 2017, using survey method using primary data collection method by giving statements to individual respondents and using quantitative research approach with emphasis on numerical assessment over the phenomena studied. Simple random sampling technique was used because the sampling consists of 24 branches. The findings of this study indicate that work motivation has positive and significant impact on performance employees.

A study on the impact of moral and material motives on employee's performance was examined in Palestinian commercial banks<sup>88</sup>. A sample of 252 employees was selected from all Palestinian commercial banks. Multiple regression and Pearson correlation is used to test the research hypotheses and to reveal the research findings. The result concludes that moral motives have a significant and positive impact on employee's performance. This research concluded that there is a

high level of association between motivation and employee performance at Palestinian commercial banks.

A study to evaluate the effect of motivation on job satisfaction and organizational performance was carried out in container shipping companies in Taiwan<sup>89</sup>. Factor analysis was used to summarize a large number of motivation, job satisfaction and organizational performance attributes to identify the crucial factors. Reliability tests based on Cronbach's alpha and corrected item-total correlation coefficients was used to test the internal consistency of questionnaire responses. Multiple regression model analysis was conducted to examine the relationships between motivation, job satisfaction and organizational performance. Their results indicated that remuneration and job performance had a positive effect on financial performance dimensions such as return on assets, turnover growth rate and profitability while job environment and job autonomy had a positive effect on non-financial performance dimensions. The findings imply that employees' in container shipping companies perceive that providing incentives, such as more bonuses, dividends and stock allocation, as well as the chance to work alone could improve organizational performance.

A study on accessing the role of motivation in enhancing employee's performance was carried out in educational institutions utilizing Maslow's Hierarchy of need theory<sup>90</sup>. A total population size of One Hundred and Twenty (120) respondents is selected. The number of questionnaires circulated was 120 out of which 100 were returned. The response rate was 83.3%. All questionnaires were complete and unbiased. This selected sample size gave true reflection of the research findings and fair representative of the respondent views. The questionnaire is divided into three sections. Section A collected basic demographic information

regarding the respondents such as Path Goal theory age, gender, qualification and working experience; section B determines the extent to which motivation is practised by teachers in educational institutions; section C captured information which explain the extent of an employee performance. The results showed that employee motivation has a positive relationship with employee performance.

A research to determine the effect of work culture and employee motivation on the performance was conducted in non-star hotel employees in Denpasar-Bali<sup>92</sup>. The sample supporting the research amounted to 100 employees included 25 non-star hotels located around Denpasar-Bali city. In each of the hotels selected as research sites, four employees with different jobs were selected. Determination of the employees selected as the research respondents in each hotel was done by applying accidental sampling technique. Data collection done by conducting direct interviews with prepared questionnaire guidelines. Furthermore, for the data collected, the analysis is carried out using the SmartPLS 3.0 program. The results of data analysis show that work culture has a significantly positive effect on the employee work motivation, and likewise the work motivation has a significantly positive effect on the employee performance.

A study was carried out on the effect of situational leadership and motivation on employee performance <sup>93</sup>. Analysis of the data used consists of descriptive analysis to provide an overview of what is obtained from the results of the study. Descriptive analysis uses a continuum scale and a percentage table, with predetermined weighting conditions. The results showed that the situational leadership and work motivation positive and significant impact on employee performance. Motivation has a positive effect on employee performance.

Also, a study was examined on the impact of motivation toward employee performance, job satisfaction toward employee performance, job satisfaction toward motivation and performance toward job satisfaction<sup>95</sup>. This study used primary data analyzed by distributing questionnaires to 90 employees and only 84 returned questionnaires. The analysis technique used in this research is quantitative analysis. The findings indicated there is a positive and significant influence of motivation on the performance of Special employee Sambal Yogyakarta.

A study was carried out to analyze the influence of discipline, leadership, and motivation on employee in BPJS Ketenagakerjaan Sulut<sup>96</sup>. The population in this study was the employees of BPJS Ketenagakerjaan Sulut which amounts to 80 people. The sample size was 45 respondents. The sampling method used was purposive non probability sampling. Classic assumption test and multiple linear regression analysis were used to verify and to prove the research hypothesis. Analysis result demonstrates that discipline, leadership, and motivation simultaneously affect towards employee performance, discipline and leadership partially affects employee performance, while motivation partially doesn't affect employee performance.

A study was carried out to analyze the influence of leadership style, motivation, and work discipline on employee performance<sup>97</sup>. This research is a quantitative research and using multiple regressions as a tool to analyze the data. The sampling technique used in this study is a non-probability sampling technique. The sample size was 86. The primary data in this research was obtained using a questionnaire. The questionnaire consisted of two sections – the first comprised of sociodemographic variables and the second covered all the relevant variables of the study. The data analysis in this research is multiple regression analysis using

SPSS version 22. The Analysis result shows that leadership style, motivation, and work discipline have a positive influence on employee performance simultaneously.

The effect of motivation on employees' performance was examined in Alvan Ikoku Federal College of Education (AIFCE)<sup>98</sup>. The study adopted the description survey design. It is purely an empirical study which relies on primary data through questionnaire as source of data. The research made use of 200 samples which represented the total population. The finding established that motivation has positive impact on staff performance in organization and also helps to reduce or minimize inefficiency in an organization.

A study was conducted in an attempt to identify the impact that motivation has on employee performance in order to address problems arising from motivational approaches in organizational settings<sup>99</sup>. The researchers utilized convenient sampling to collect 100 respondents from twelve secondary schools in Mogadishu, employees of these schools provided a questionnaire with four main construct which measuring work environment, cooperation, facilitation and organizational performance. The researcher utilized Cronbach's alpha to investigate the internal consistency of the questionnaires collected from respondents. The age of respondents, 52% of the respondents were between 18-25 years old, 42% was between 26-35 years, 5% was between 36-45 years old whereas 1% is above 46 years old. In terms of gender, 83% was male and 17% was female. The findings showed that motivation has a positive significant effect on organizational performance.

The impact of motivations on employees' performance was examined in the Palestinian banking industry<sup>100</sup>. The survey data for this study was collected through using questionnaire which is distributed on employees that working in

Palestinian commercial banks. The questionnaire consisted of five sections. The first part of questionnaire was devoted to collect demographic data from Palestinian commercial banks include gender, qualification, marital status, years of experience, and job title. The second part describes moral motives which were structured into 17 items. Further, section 2 explained material motives which contained of 10 items. Section 3 clarified social motives which were structured into 5 items. Fourth part was employee's performance that consisted of 9 items. However, the final part of survey explained the demographic and personal information about respondents which has 8 questions. A total number of 350 copies of questionnaire were distributed. However, 302 copies of the questionnaire were returned. The final copies of questionnaire that were analysed were 252 and 50 respondents were excluded due to the incomplete answers. Multiple regression and Pearson correlation were used to test the research hypotheses and to reveal the research findings. The result indicated that moral motives have a significant and positive impact on employee's performance.

A study was conducted to investigate the influence of motivation on employees' performance and productivity in academic libraries in Lagos State, Nigeria<sup>101</sup>. The survey research design was adopted for this study. The target population for the study was 322 library employees of all categories, which include librarians, library officers, library assistants, and other administrative staff in four selected academic libraries in Lagos State. The sample size for the study was 266 respondents, which spread across all the staff categories in the selected academic libraries. Questionnaire was the main instrument used for data collection. The questionnaire was titled - Motivation and Employees' Performance and Productivity (MEPP) Questionnaire. The questionnaire was divided into six separate sections A to

E. Section A of the questionnaire was designed to capture the demographic variables of the respondents such as gender, age, name of library, marital status, highest educational background and designation. Other sections addressed the nature of staff motivation, influence of productivity and performance. Data obtained were coded and analysed using the Statistical Package for the Social Scientists (SPSS) software to develop descriptive and inferential statistics. The study found that various forms of motivations like job security, wages and salary, relationships with colleagues, staff appraisal, financial incentives, and rewards were available to the library employees; and that most of the motivational parameters have influence on the performance of the library employees to a very significant extent.

The influence of physical work environment and motivation towards an employee performance was conducted in Local Education Service of Parepare City<sup>102</sup>. The population of this research was all the employees of Local Education Service of Parepare City amounted to 110 people. A sample of this research was chosen based on a stratified proportional random sampling. The sample size is 86. The research instrument used measured the physical work environment, excelled motivation, and employee performance. The response format of the questionnaire was in Likert scale. Multiple regression analysis was used to test the hypotheses. The results showed a positive significant influence of physical work environment on employee performance. there was a positive significant influence of excelled motivation on employee performance.

The influence of Transformational Leadership and Motivation toward employee performance was conducted in the Faculty of Economics, State University of Padang, Indonesia<sup>103</sup>. This research is done by quantitative approach by using path analysis technique that is a research which aims to analyze the influence of

exogenous variables, namely transformational leadership (X1) and work motivation (X2) to endogenous variable, i.e. employee performance (Y). The method of collecting data was a questionnaire. Population in this research was Employee Faculty of Economics State University of Padang which amount to 47 people. Sampling technique used in this study was done by using total sampling that is the technique of taking the sample members of the research population or all members of the population is the research sample. So, the sample size in this study was 47 employees. The results showed that transformational leadership had a significant positive effect on work motivation; transformational leadership had a significant positive effect on employee performance; and work motivation had a significant positive effect on employee performance of State University of Padang.

The influence of motivation, job satisfaction, and compensation on employment performance was examined at PT Selatan Selabara, a mining and port services company in Indonesia<sup>104</sup>. The researchers used 62 samples of respondent in this research. The research used a double linear regression. The independent variables in this research were motivation, job satisfaction, and compensation. The dependent variable was employee productivity. The result of simultaneous test (F Test) indicated that motivation, job satisfaction, and compensation had a significant influence to employee's productivity. The result of partial test (t test) indicated that there was a significant influence between motivation, job satisfaction and compensation for each to employee's productivity. Only job satisfaction and compensation had a strong positive relationship to employee's productivity. The result of determination test showed that the determination coefficient was 0.737, it means that the contribution of motivation, job satisfaction, and compensation to

employee performance was 73.7%, in the meanwhile the rest is caused by another factor.

The effect of leadership and motivation, using work environment as intervening variable, on the employee performance was examined in Indonesia<sup>105</sup>. In this study, a structured questionnaire was developed by using Likert scale and applied on 131 respondents, whom their various jobs are directly relating to the operations within observation period of 2019. Leadership and motivation act as independent variables, work environment as intervening and employee performance as dependent one. The method used for the research is quantitative, applying survey and path analysis technique. For data analysis purpose, SPSS is used for descriptive statistic and PLS applied for developing structural and measurement models. The outcome of this study shows that leadership has no significant effect on employee performance, both directly or indirectly, through work environment. Meanwhile, motivation has significant direct and indirect (through work environment) effect to the performance of employees. Both leadership and motivation, have insignificant direct effect on the work environment. Work environment also has direct effect significantly on the employee performance significantly.

A study to find the level of employee motivation and to see the relationship between employee motivation and employee performance was conducted at Solara Active Pharma Science Limited, India<sup>106</sup>. The descriptive type of research was used in this study. The sample size for the study was 60. The sampling technique used was simple random sampling, and primary and secondary data were used in this study. The primary data were collected from the employees working in Solara Active Pharma Limited. The statistical tool correlation was used in this study. The result indicated no relationship between employee motivation and employee performance.

A study on the essentiality of motivation in enhancing the effectiveness of librarians was carried out in Nigerian Public Universities<sup>107</sup>. The researcher adopted correlation survey research design for the study. Out of a total population of 1,254 librarians working in 81 public universities (Federal & State) in Nigeria, a sample size of 923 respondents were selected using simple random sampling technique from 54 public universities that spread across four geopolitical zones in Nigeria. Only 620 copies were retrieved. This gives 67.2% return rate of the administered research instrument for the study. Self-developed questionnaire used for the study comprising three sections: A, B and C, D. Items in the instrument were gathered from the literature reviewed for the study. The instrument which had a four Likert type scale had items reflecting the various variables treated in the study. Data collected for this study was analyzed using Statistical Package for Social Science (SPSS) 22.0 versions. Also, they were analyzed using descriptive statistics, especially for research questions 1-2. The study revealed that motivation is necessary in enhancing job performance of librarians in public university libraries in Nigeria.

A study was carried out to measure the relationship between workload and motivation on employee performance and the effect of motivation on employee performance, workload on employee's performance, workload and motivation on employee's performance<sup>108</sup>. This research used a quantitative approach with the methods used such as observation, interviews, and questionnaires, data analysis was written using path analysis. Relationship between workload and motivation on employee's performance was 0.49. The effect of motivation on employee performance is significant at 30.05%, but the influence of workload on performance was not significant at 5.46%. Workload and motivation on employee's performance

were significant at 35.51%. Based on these results, the workload and motivation have a strong and significant relationship. Although workload has a non-significant effect on employee's performance partially, the workload and motivation have a significant effect on employee's performance in medical manufacturing.

A research on the impact of motivation on employee performances was examined in Karmasangsthan Bank Limited, Bangladesh<sup>109</sup>. The research design for this study was a descriptive survey through questionnaire. Employees with different designation and experience level were chosen as target population over 5 branches of Karmosansthan Bank Limited. A total of 130 people were chosen and they were provided with the questionnaire. The sampling was done using stratified random sampling method. The results obtained indicate that if employees are positively motivated, it improves both their effectiveness and efficiency drastically in achieving organizational goals. The effects of motivation, job satisfaction, work discipline on the employee performance at PT. Buma Perindahindo LNG Tangguh site, West Papua was examined by a researcher<sup>110</sup>. Causality research was research conducted with the intent to analyze the effect among variables. The population was employees of PT. Buma Perindahindo with the total of 97 people with various classifications of positions. The sampling technique used was a saturated sampling technique. Data collection techniques used was collecting data directly with field research method by distributing questionnaires to employees. Partially result this study proved that motivation (X1) have a significant effect on employee performance (Y) for 14.3 %, job satisfaction (X2) have a significant effect on employee performance (Y) for 10.6%, while work discipline (X3) gave an insignificant effect on employee performance (Y) for 3.8%. Simultaneously result

Motivation (X1), job satisfaction (X2), work discipline (X3) have a significant effect on employee performance (Y) for 26.3%.

A study on the influence of motivation on teachers' performance was conducted in a Local Government Area in Nigeria<sup>111</sup>. The population studied comprises of secondary schools teachers in Emohua Local Government Area of Rivers State. This local government area has 30 secondary schools. The stratified random sampling method was used to select 10 (ten) of the secondary schools. This is basically a rural local government and all the schools used were mixed. Three of the schools had boarding facilities. The selection spread round the whole local government area. The sample selected for the study comprised of one hundred (100) teachers, randomly selected from the total of 360 teachers employed in the selected secondary school. The simple random sampling method was used to select 10 teachers in each of the 10 schools selected for the study. The total number of subjects used for the study was 100. The study made use of a questionnaire tagged (I.M.S.S.T.P.Q.) meaning "Influence of Motivation on Secondary School Teachers' Performance Questionnaire" to collect data for the work. The data collected were analyzed by means of frequencies and percentages of the various responses provided by the teachers. The study revealed that applying the right motivation factor has positive influence on teachers' performance. That the factors that are currently being used to motivate teachers namely; annual get together parties Organizing send-off parties for teachers on transfer, constant supervision of teacher's work, provision of attendance register and provision of movement books have minimal influence on teachers performance That factor such as age, sex, professional training may affect a teacher's performance.

A study on the effect of motivation on employee performance of commercial banks was conducted in Kenya Commercial Bank in Migori County<sup>112</sup>. The study was conducted through descriptive survey design. Simple random sampling was used since no complexities were involved. Simple random sampling was used and total sample population was 45 employees. From the study, a majority of the respondents felt that monetary reward was truly a motivator. It can therefore be concluded that for the employees to be motivated, they ought to be given monetary rewards.

A research that critically evaluated the inadequacy or the inappropriateness of motivational strategies that have beclouded the banking industry subsector overtime which has led to the erosion of public confidence was conducted in the banking industry<sup>114</sup>. The methodological framework adopted for the investigation was descriptive survey design using correlational analysis. A questionnaire was administered to 125 respondents selected from three commercial banks which help in generating the primary data while the secondary data was gotten from the internet, textbooks, journals, etc. The research instrument was face-validated, and a reliability test was conducted using Cronbach alpha coefficient ( $\alpha$ ), and the instrument was found reliable and acceptable for use. The research hypotheses were tested using Pearson Product Moment Correlation ( $r$ ) aided by SPSS version 20.0. The findings of the study revealed that there is a significant relationship between staff motivation strategies, the attraction of skilled labour force, labour turnover, fraud incidences in the banking industry and the organizational productivity. These negative tendencies have implicated the performance of the banking business leading to a decline in organizational productivity which over time has eroded public confidence. The study concluded that the design of appropriate motivational

strategies that can arrest these negative tendencies in the banking industry, therefore, becomes a matter of urgent attention.

The impact of motivation and identify how intrinsic and extrinsic motivating factors affect the work performance of health workers was examined at Korle-Bu Teaching Hospital (KBTH), Ghana<sup>115</sup>. This study adopted the qualitative research approach. This approach enabled the researcher to carry an inductive inquiry on motivation and its relationship with work performance. A total sample of 15 participants was selected for the study. This sampling technique enabled the researcher to focus on particular characteristics of the population of interest, and this better enabled the researcher to answer the research question. An in-depth view guide was used to collect data and relevant information from respondents. A thematic content analysis was used to analyze the transcribed data. Key findings from the study revealed that job satisfaction, logistic provision, and an enabling work environment are intrinsic motivating factors that affect the work performance of health workers; extrinsic factors such as financial reward, accommodation, and transportation also impact work performance. Furthermore, motivation is vital to the performance of nurses.

The overall effectiveness of motivation on job performance of the staff was examined in Shaki East local government area of Oyo state, Nigeria <sup>116</sup>. The sample for this study was arrived at through a random sampling technique conducted on the lower level, middle level and the management staff of the local government. Out of the one hundred and twenty five (125) copies of the questionnaire administered, only one hundred and ten (110) were correctly filled and returned representing an 88% response rate. The data were analyzed using simple percentage and Kendal's measure of concordance at 0.05 level of significance. This

was used to ascertain whether there is correlation between the variables of interest. Findings revealed that there is no significant relationship between motivation and job performance. This explains why there was a low level of commitment and a high rate of truancy at work on the part of the staff of the local government. The study concluded that organizations should know that motivation is a managerial function that is used to bring out the best of the employees and should be used for the optimum benefit of both the employers and employee because they are partners in progress.

A study on the effect of compensation strategies on employee performance was examined in Mombasa Cement Limited, Kenya<sup>117</sup>. The study utilized three research objectives. The first being to determine the effect of salary on the performance of employees, secondly, to find out the effect of benefits on the performance of employees and to establish the effect of recognition on the performance of employees. The study used survey research method. The population of this study was all employees of Mombasa Cement Limited based at the headquarters, Athi River, who totalled to 153. A stratified sampling technique was used to select respondents. This research study used questionnaires as the primary research instrument for the collection of data from the selected respondents. Quantitative data collected was analyzed, presented and interpreted using descriptive statistics. Statistical Package for Social Sciences (SPSS) version 20 was used to analyze quantitative data into descriptive statistics such as means, standard deviation, frequencies and percentages. For advanced analysis, the study used Pearson correlation method which evaluated the linear relationship between two continuous variables in the study. The study found that reasonable salary, benefits in form of bonuses and allowances and recognition through certification or verbally promoted

employee performance. In conclusion a very high disagreeing response on regular pay within the organization implies that employees were well aware of this and that it was actually happening.

The relationship between motivation and the level of employee performance as applied to some selected insurance companies was carried out in Lagos<sup>119</sup>. The study has three main objectives: to evaluate the effects of motivation on employee performance in some selected insurance companies, to assess motivational factors that can influence employee performance, and to recommend possible policies and innovations for better performance of the employees and increased profitability. Structured Questionnaire was used as the instrument for the research work. This instrument was tested for reliability and validity of its content. The results of the tests were certified by experts. The study used stratified random sampling and simple random sampling techniques in selecting the respondents. A sample of 100 respondents included management, senior and junior staff members, of the selected insurance company was used for the primary data. Simple percentages, distribution tables and pie chart statistical tools were used to analyze the primary data while Chi-Square ( $X^2$ ) was applied to test the only hypothesis formulated for the study at 0.05 level of significance. The findings revealed that motivation was the major factor that affected employee performance. Furthermore, the study showed a direct firm and positive relationship between motivation of employees and their performance. This study hereby recommends that the management teams in organizations should always carry out a thorough study of the various motivational tools that can appeal and motivate their employees. Such motivational tools can include their involvement of employees in decision making, rotation of employees,

provision of fringe benefits, payment of bonuses to workers, and promotion of deserved staff to higher positions of authority.

The impact of Motivation on Employee performance was examined in Zanzibar <sup>119</sup>. A case study research design was adopted with ZSSF being the focus organization. The sample size of the study was 70 respondents randomly and non-randomly selected. The data collected by questionnaire developed by the researcher, particularly for this study. The research was analyzed by using Statistical Package for Social Scientists. The study reveals that promotion and opportunity for advancement in the organization is a primary source of motivation. This therefore, promotion in ZSSF should be done fairly to continue to motivate its employees. It also reveals that employees' qualification and working environment are determinant of performance and also Job security determines performance when employees are aware that there is no threat against their job. Employees believe that nature of work and promotion in the organization highly influences their level of performance. The study concluded that opportunity for advancement, appreciation for work done, salary, promotions and other factors was the primary source of motivation for them. Therefore, there is relationship between motivation and performance, and motivation does have effect on employees' performance. The study recommends that ZSSF should come out with revised and improved guidelines on how promotions and study leave with/without pay are done.

The factors affecting employee motivation towards employee performance was examined in banking industry of Pakistan<sup>120</sup>. The research focused on descriptive research design. The study provides the cognitive support for developing employee's motivation level at optimized level through consciousness towards applied approach and unrealistic ideas. The diligence of the research is to present the factors that

help to motivate the employees to perform their job well. Whereas, the study restrains empirical and descriptive analysis of variables which comprehensibly highlight the significant relationship among the independent variable and dependent variable; the close-ended questionnaire is constructed to compute the statistical data. The study identifies the strong relationship among the defined factors that enhance the employee's motivation level in banking sector. Although the research is also aware the management and the managers of banks about the most preference factors that improves the employee motivation in the banks. This study valued the integrating knowledge, experience, action to groom skilled employees in the banks. Moreover, the main contribution of the research evaluating the role of the motivational factors in banking industry.

A study was conducted on the effects of motivation on employee performance and organizational goals<sup>121</sup>. The data of this research was qualitative and gathered from the faculty members of sampled universities. The data were primary as it was collected for the first time. Closed ended and structured questionnaire was designed and distributed to the faculty members for the data collection. All the questionnaires were personally administered. The questionnaires were distributed to the faculty members of sampled public sector institutions. In all, 170 faculty members were given questionnaires. The results showed that motivation has a significant effect on employee performance. Motivation has a significant effect on organizational goals. Motivation and employee performance were positively related to each other. Motivation and organizational goals were also positively correlated.

The effect of motivation on workers' performance was examined in Nigeria<sup>122</sup>. The study adopted the descriptive survey design using a structured close

ended questionnaire on a five point Likert scale as the research instrument to collect primary data with a view to identifying the range of motivating and demotivating factors as well as to explore perceptions on performance management, thereby addressing study questions 1 and 2. Our approach therefore explored causal effects of the variables more closely. 200 copies of the questionnaire were distributed within the area of the study, out of which 186 were duly completed and returned by the respondent representing 93.0 % response rate. The results of our study showed that there is a statistically significant relationship between the Motivational variables (Motivational factors and Management Practices) and Workers' Performance. All the motivational factors considered in this study with their positive coefficients met the a priori expectation. Our conclusion reinforces existing knowledge that motivational variables are important in encouraging better performance among employees in the workplace.

A study was carried out among North East District Administration employees which was aimed to establish if employees are motivated and establish the impact of motivation on job performance<sup>123</sup>. A Case Study design was used to collect data using semi-structured in-depth interviews as an instrument of data collection. The researcher collected information from 10 participants from NEDA: Masunga. Data collected from each participant is presented as a case. In addition to semi-structured interviews, a group discussion was conducted to gain more data for the study. The group had 2 participants from management/supervisory level and 2 members from junior level staff. The researchers chose to use a non-probability sampling method because the purpose of the study was not to generalize the results. Convenient-purposive sampling method was used to collect data from participants. Participants of the study are employees under North East District Administration.

This included permanent and pensionable employees and employees on temporary employment as well as those on internship program and Tirelo Sechaba Participants.

The study utilized an analytic comparison approach to analyze data collected. The researchers quantified responses to establish common characteristics of participants. It was found that employees in NEDA are motivated and monetary/ salary rewards motivates employees the most. In conclusion, Employee Equity was found to exist in NEDA. The study recommended that supervisors be trained on how to motivate employees and minimize resource related hindrances/limitations to employee performance.

A study was conducted based on the relationship of employee performance with achievement, autonomy, career advancement, personal development, recognition and nature of work in three universities in Ogun State namely Federal University of Agriculture, Abeokuta; Olabisi Onabanjo University, Ago-Iwoye and Crawford University, Igbesa<sup>124</sup>. The study employed the descriptive survey design and the purpose sampling technique was adopted to select. The population of the study comprised of 4,458 employees. However, after applying the Taro Yamane formula, the sample size of the study consisted of 477 staff. The study made use of primary data through administered questionnaire to obtain data from respondents. Out of 477 questionnaires administered, 378 copies were returned. The descriptive statistics and the Pearson Product moment of correlation were employed for the analysis of data. The significant findings of the study are summarized as follows: Career advancement has the most vital relationship with employee performance, followed by personal growth, recognition, autonomy, achievement and nature of work. Also Achievement; Career advancement; Personal growth; recognition; autonomy; and nature of work all have significant and positive correlation with

performance of employees of selected universities in Ogun State. With the following r factors: Achievement ( $r=0.900$ ;  $p<0.05$ ); Career Advancement ( $r=0.939$ ;  $p<0.05$ ); Autonomy ( $r=0.921$ ;  $p<0.05$ ); Personal growth ( $r=0.926$ ;  $p<0.05$ ); Recognition ( $r=0.924$ ;  $p<0.05$ ) and Nature of work ( $r=0.894$ ;  $p<0.05$ ) all had strong positive relationship with employee performance in selected universities in Ogun State, Nigeria.

The effect of employee motivation on organizational performance was carried out in selected manufacturing firms in Enugu State<sup>125</sup>. The objectives of the study include among others include to examine the effect of employee motivation on organizational performance and also to determine the effect of salary as a factor that increases motivation of employee in an organization. The population of the study was 120 workers of selected manufacturing firms in Enugu State. And the sample size is 103, which was gotten with Yaro Yameni formula. The study used descriptive statistics to answer three research questions posed for the study. The Spearman Rank Correlation Coefficient was used to test the three hypotheses that guided the study. The result obtained from the analysis showed that there existed relationship between employee motivation and the organizational performance. The study revealed that extrinsic motivation given to workers in an organization has a significant influence on the workers performance. This is in line with Equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers. The researcher recommended that all firms should adopt extrinsic rewards in their various firms to increase productivity. On the bases of these findings, employers are continually challenged to develop pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees. The researcher therefore suggest that more research should be

conducted on the relationship and influence of rewards on workers performance using many private and public organizations which will be a handy tool that could be used to provide solutions to individual conflict that has resulted from poor reward.

The impact of motivation on employee performance was carried out in the electronics industry in China<sup>126</sup>. For this research, a quantitative method of data collection will be applied to test theories and hypothesis by collecting responses from 100 employees which is sufficient. The ultimate aspect of data collection from good quantity is to avoid any vague result and erase confusion which is possible to achieve through quantitative method. Collected data were analyzed via SPSS employing regression and correlation. The most interesting aspect is that result of this study found all the factors chosen have significant relationship with motivation. Moreover, it found training and development, reward and recognition, and delegation of authority has significant impact on performance of employee.

A research to find out the impact of motivation on employee performance and job satisfaction was conducted in IT Park (software house) sector of Peshawar, Pakistan<sup>127</sup>. A convenient sampling method was used to get data. Data has been gathered through questionnaire having close ended questions. 200 copies of questionnaire were self-administered to numerous employees and a period of two week was given to the employees to fill the questionnaire. The dependent variable which is employee performance measured by a scale having three items. To measure job satisfaction a four items scale was used. Employee motivation measured with an item having six items. The questionnaire items were measured using a five point Likert scale that ranges from 1 “strongly disagree” to 5 “strongly agree”. SPSS, Social Package for Social Science software was used to analysis the

data from the questionnaires. The results from current study indicated that motivation plays an important role toward the performance of employees and job satisfaction in the IT Park. The Influence of leadership and competence on work motivation and its impact on employee performance at the Koto Besar Sub-District Office, Indonesia was examined by <sup>128</sup>. The population of this study is all the 25 employees of the Koto Besar Sub-District. The study adopted total sampling technique to select the sample size. The results showed that leadership and competency styles had a significant influence on the performance of employees. Leadership and competence styles did not have a significant influence on the motivation of employees. Motivation did not have much influence between leadership and performance.

A research investigating collective impact of intrinsic and extrinsic motivation on organizational commitment and work performance was conducted in bank offices in Pakistan<sup>129</sup>. This study is basically quantitative in nature. Primary data were collected with the help of a closed ended questionnaire. For this study, convenient sampling of non-probability technique was used. A total of 500 closed-ended questionnaires were distributed in private commercial banks e.g. JS Bank Limited, Habib Bank Limited, Muslim Commercial Bank, Allied Bank Limited, Alfalah and United Bank Limited. About 250 questionnaires received back and only 223 were considered as complete and processed for data analysis. The instrument was based on six constructs containing 35 items. Seven point Likert scale ranging from 1 show strongly agree and 7 shows strongly disagree was used. Data were analyzed in two phases: for demographic, descriptive and exploratory analysis SPSS (statistical packages for social sciences) version 22-0 was used and for covariance Smart PLS a technique of structural equation modelling (SEM) application was

used for confirmatory analysis. Findings reveal extrinsic and intrinsic motivations are positively and significantly and positively associated with employees' performance. Findings also suggest that extrinsic and intrinsic motivation shows positive linkage with organization commitment. It also reveals that private commercial banks should consider their employees as valuable assets in order to increase the organizational performance.

The impact of motivation and employee satisfaction on employees' performance was carried out in the pharmaceutical sector in Pakistan<sup>130</sup>. In this study the dependent variable is employee performance and independent variables are motivation and employee satisfaction. While the study conducted is cross-sectional. The data is being applied on single point time for the collection from the employees of pharmaceutical industry. The survey method we use is by filling the questionnaire on Google Docs by employees working in the pharmaceutical sector of Pakistan. The data for this research was started in November 2018 and ended in January 2019 from the pharmaceutical industry of Pakistan. Sampling technique used was the convenience sampling technique. This study mainly focuses on the respondents from the pharmaceutical sector in the main cities of Pakistan. There are total 759 pharmaceuticals firms working around the country. We choose two cities from where we have selected the sample. The sample size was 110 respondents from pharmaceutical firms in twin cities (Islamabad, Rawalpindi). The results showed a clear correlation between motivation and employee satisfaction on employee's performance. The ultimate relationship is clearly defined in literature review and has been discussed lately on the data analysis done.

A study on the impact of motivation in staff performance of organization was carried out in Kitale Prison in Trans-nzoia County, Kenya<sup>131</sup>. The study

adopted a descriptive research design. The researcher concentrated on staff members only headed by ACP, answerable to R.C, Kitale Main prison have a subjects of 680 will be respondents. Top administrators or senior warders have both technical skills and general duties arranged hierarchically. Stratified Random Sampling Technique was employed from each stratum, and the researcher picked respondents without bias. The research instruments used are questionnaires and observation. Data was collected by the use of both open and closed ended questionnaires or structured and semi structured. Observation method was also used to collect direct information from the respondents about behaviour. The researcher used open-ended questions since they provide valuable information which makes analyzing and recommendation easy and reflect the respondent's views accurately. Observation is collecting data by watching or seeing what is happening to people and noting some information. This method was useful as it used the five senses that are; seeing, touching, smelling tasting and hearing. The researcher uses observation because tallying the result was not complicated. The results lend themselves quickly to drawing conclusion. Observation allows the researcher to report overt acts, not the reasons for those actions. A pilot study was conducted in order to test the reliability of the employees' questionnaire. The findings conclude that appreciation should drive to embrace the best employee performance of organizations in Kenya. When department national government partnerships are embraced through reward, incentives, intrinsic and recognition then employee performance of organization can be achieved.

The impact of motivation on the performance of employees was carried out in a hospitality establishment in Chariot Hotel Buea Cameroon<sup>132</sup>. For this research work both primary and secondary methods of data collection was used. The results

indicated that the employees can remain loyal to the enterprise only when they have a feeling of participation in the management and the skills and efficiency of employees will always be of advantage to employers as well as employees as this will lead to a good public image in the market which will attract competent and qualified people into a concern. Job incentives which are also called as a stimulus to greater action should be given in addition to employees' wages. This additional remuneration or benefit to an employee in recognition of achievement or better work will spur the zeal in the employees for better performance. In tourism establishment businesses or other businesses, a combination of financial and non financial incentives can help together bringing motivation and enthusiasm to workers or employees.

A study was conducted to unravel the factors that affect construction workers' motivation and the corresponding effect of the identified motivational factors on workers' performance and overall productivity<sup>133</sup>. The survey revealed that, among the top ten critical factors (teamwork, work based on contract, supervision based on leadership by example and provision of equipment) had significant effect on motivation as well as impact on productivity. More so communication, love and belongingness, opportunity to undertake challenging task, identification with goal and overtime were among the critical factors.

A study on the impact of motivation and recognition on employee performance was conducted in public and private sector banks of Punjab and Haryana, India<sup>134</sup>. The scope of the study was limited to the public and private sector banks in Punjab and Haryana. This research covered the aspects related to the activities related to motivation and recognition in public sector banks and the different tools that were used by public sector banks for motivation. The study

employed the use of self-structured questionnaire to collect the required primary data. Descriptive statistical analysis technique employed to obtain applicable summary of responses. Simple random sampling was used and total sample population of hundred employees. The data collected was analyzed using the statistical package for social science (SPSS). Findings revealed that the performances of employees were significantly affected by the salary and other monetary benefits provided by the organization. Recognition was the most significant non-monetary reward which improved performance of the employees of banks. It can be confirmed that Incentives and other benefits provided by the organization significantly affect job performance. Employees feel they should be rewarded for meeting specific criteria above and beyond standard duties.

The influence effect of motivation, employee participation and competence on Agricultural Extension worker performance in Food Security and Agricultural Extension Office was conducted in Boltim District<sup>136</sup>. This research is a causal type of research. This type of research also determines if one variable causes another variable to occur or change. The population in this study was all agricultural extension workers in the Office of Food Security and Agricultural Extension Office of Boltim District totalling 77 extensions. Since the number of population is small, all of population became sample. Thus the sampling technique used in this study is total or census sampling. Data obtained were analyzed using multiple regression models. Motivation, Participation and Competence has a strong relationship to the performance at the Agricultural Extension Office of Food Security and Agricultural Extension Office of Boltim District. This is evidenced by this is evidenced by the results of the calculation of the value of R and R<sup>2</sup> which illustrates that the motivation, participation and competence have a strong influence on the

performance Agricultural Extension at the Office of Food Security and Agricultural Extension Office of Boltim District with the value of the contribution the influence of motivation, participation and competence to Performance in the Agricultural Extension Office of Food Security and Agricultural Extension Office of Boltim District of 78.7%.

A study was conducted on the factors that increase performance workers in the working environment<sup>136</sup>. This study is mainly based on primary data collection from selected commercial Bank workers. The opinion of the workers is the factor to conduct study and find out the relationship of employees' performance with motivation and job satisfaction. The researchers selected ten commercial banks. The people who are working as employees of those banks were considered as respondents of the study. The result of the ANOVA and the correlation indicated that both intrinsic and extrinsic factors of motivation and job satisfaction have impact on the performance of the workers in Banks.

A research was conducted to know the significant impact of work motivation by employees against the productivity in college<sup>137</sup>. The method used in this research was descriptive verification. The unit of analysis is the employees of Higher Education, namely the Indonesian Computer University (UNIKOM) using census methods with the total number of respondents with all administrative employees totalling 152. All the 152 employees received questionnaires. Data analysis uses validity and reliability tests, Lisrel 8.7. Directly work motivation has an effect of 14.2% on work productivity, and indirectly because of its relationship with organizational culture and work discipline has an influence of 11.2 percent. So in total, the influence (contribution) of work motivation in increasing employee productivity at the Indonesian Computer University was 25.4 percent. The study

concluded that the level of motivation of Indonesian Computer University employees has been good, this can be seen from its influence on the level of productivity of Indonesian Computer University employees, motivation is an important factor in increasing employee productivity, and therefore the company is required to create a system of motivation that is focused on employees.

A study was conducted on employee performance in organizations.<sup>138</sup> Their findings revealed that a well-motivated employee, favourable working conditions and fair treatment of workers promotes productivity in organizations. However, nowadays, the performance of employees in many organizations is not satisfactory as a result of low motivation, unfavourable working conditions and unjust treatment of workers. To address this problem, this paper provides an insight on how these variables (motivation, working conditions and perceived organizational justice) can promote high performance of employees in organization. It is optimistic that, to enhance employee performance, organizations must consider the provisions of this model. This has become necessary because it contains the basic principles needed for gingering workers to put in their best. So by the strict ad hearing to justice, smooth work environment and adequate welfare to workers the problem of low employee performance will be resolved. The model will also help in the expansion and application of Social Exchange theory in organizations.

A study to identify factors affecting health workers' motivation was conducted in Shahid Beheshti University of Medical Sciences (SBUMS)<sup>139</sup>. This is a cross-sectional survey conducted with the participation of 212 health workers of Tehran health centres in November and December 2011. The data collection tool was a researcher-developed questionnaire that included 17 motivating factors and 6 demotivating factors and 8 questions to assess the current status of some factors. Validity and reliability of

the tool were confirmed. Data were analyzed with descriptive and analytical statistical tests. The main motivating factors for health workers were good management, supervisors and managers' support and good working relationship with colleagues. On the other hand, unfair treatment, poor management and lack of appreciation were the main demotivating factors. Furthermore, 47.2% of health workers believed that existing schemes for supervision were unhelpful in improving their performance. Strengthening management capacities in health services can increase job motivation and improve health workers' performance. The findings suggest that special attention should be paid to some aspects such as management competencies, social support in the workplace, treating employees somewhat and performance management practices, especially supervision and performance appraisal.

A study was conducted to evaluate the impact of motivation on productivity of Nigerian workers at Nigerian Breweries 9th Mile Corner Enugu State<sup>140</sup>. This research was on the impacts of motivation on the productivity of workers. One hundred and fifty questionnaires were administered and one hundred and twenty were retrieved giving a response percentage of 80%. The sample size was statistically determined using Yaro Yamane formula. Data were derived from both primary and secondary sources. Based on the findings, most of the respondents were Senior Staff with Few Junior Staff. It was found out that most of the respondent believes that the cause of low productivity in the company is as a result of the boss attitude towards workers. Inadequate motivation in the organization causes low productivity. In conclusion, this research work has tried to exhaust all issues that concern motivation on performance as it affects the productivity of Nigerian Breweries Plc 9th Mile Enugu State. Management in Nigerian Breweries Plc 9th Mile Corner Enugu State should endeavour to pay greater attention in motivating

their workers. The management of Nigerian Breweries Plc 9th Mile Corner Enugu should endeavour to understand the individual workers' needs, this will enable them design incentive schemes that would best meet the needs of the people, which will enhance productivity.

A study was conducted on the evaluation of the main factors that influence the level of motivation portrayed by team members of information technology project teams<sup>141</sup>. Through a comprehensive literature review, the research was able to uncover insightful trends in motivation patterns among project team members that might be helpful to project managers. The findings of this research conclude that a project team manager can improve the motivation of his or her subordinates through proper supervision, provision of training, and through setting proper expectations. A survey also indicates that 66.67% of employees feel motivated by being recognized and rewarded for their good efforts. Additionally, 28.57% of employees feel motivated by salary increments. Sufficient motivation is a critical ingredient for any organization to derive optimal performances from their workforce. Project teams are an integral part of the efficient conduction of information and communication technology company's core operations.

A study to assess the impact of motivation on the employee's performance was conducted in Zanzibar Airport Authority (ZAA)<sup>142</sup>. More specifically, it assessed the outcome of recognition and reward programs on employee performance at Zanzibar Airport Authority, investigated the effects of job enrichment on employee performance at Zanzibar Airport Authority and determined the effects of training on employee performance at Zanzibar Airport Authority. This study used quantitative approach and researcher descriptive survey design was used as research design. The type of data collected was primary data and the collection tool was a self-

administered questionnaire given to selected sample respondents from Zanzibar Airport Authority. Data was analyzed and presented in tables and figures with the help of descriptive analysis under SPSS version 25. The findings revealed organization recognition and reward programs increase desirable organizational goals hence improve employee performance and job enrichment is necessary initiative to reorganize work for productive employees. Also, the study unveiled that training program have a positive impact on improving the performance of the employees at Zanzibar Airport Authority. The study recommends additional research should be carried out in order to improve the current study and increase information and understanding on employee motivation.

The relationship between work environmental factors and job performance with work motivation and the extent to which this relationship is mediated by work motivation among a sample of hotel workers in England<sup>143</sup>. In this cross-sectional study, a questionnaire survey was conducted among 254 hotel workers at twenty-five chain hotels in Bristol, England. The results suggest that there is a significant relationship between work environmental factors and job performance and that work motivation mediates the relationship between working conditions and job performance. The results also suggested that there is a significant relationship between work motivation and job performance of the hotel workers. The results point to the importance of working conditions and work motivation in explaining job performance of hotel workers in the framework of work environmental conditions and job performance. The limitations and implications and the study are also discussed. Considering the positive impact of workplace environmental characteristics and work motivation on job performance, it is suggested that the management should take initiative to motivate employees and improve work

environments. As employees have motivation, their job performance will increase. The findings showed that working conditions can predict job performance better when individuals are motivated toward the job; that is, when they are wanting to achieve the desired outcomes and goals of the job. In any case, the researcher hoped that motivation will turn out to be a valuable mediate and moderate variable in future job performance research.

The impact of motivation on the performance of workers in an organization was examined in University of Abuja-Nigeria<sup>144</sup>. The study was based on three objectives mainly: to determine if staff training and development improve workers' performance; to ascertain the impact of financial incentives on the performance of the workers; and to investigate the impact of promotion workers on their performance. The study employed primary source of that collection using questionnaire. Questionnaires were used to get information from some selected employees of University of Abuja-Nigeria. The study found that there is relatively and significant relationship between training and development and performance of workers. There is also significant relationship between financial incentives and performance of workers. Lastly, there is a significant relationship between the promotion of workers and the development and performance of workers. The study recommended that the university management should improve and increase the numbers of training for the staff so as to improve Performance of Workers. The university management should establish cohesive financial incentives for the staff of the university so as to improve their performance. The university management should ensure that all staff of various grade levels are promoted as at when due in others to motivate them to perform better.

A study to evaluate the impact of motivation and personality characteristics on Bumiputeras' entrepreneurial persistence was investigated in Malaysia<sup>145</sup>. Simple random sampling was used to collect data from micro Bumiputra entrepreneurs under the Yayasan Pembangunan Usahawan (YPU) entrepreneurship development agency in Terengganu. A total of 250 questionnaires were sent and 171 were returned representing a 68.4 percent response rate. One hundred questionnaires have been used for the pilot study to obtain face validity of the instrument. After which, exploratory factor analysis was conducted to reduce the items and group them into fewer components followed by a reliability test to check the Cronbach's alpha for internal consistency of the measurement instrument. Multiple regression was used to analyze the relationships between entrepreneurial persistence, motivation and personality characteristics in this study. A Stepwise method that chooses the independent variables with the largest correlation with the dependent variable and put it into the regression model was eventually adopted in this study. The finding indicated that Bumiputras are energized by the need of achievement motivation in striving to overcome challenges and remain competitive with other races in the business environment. Equally, they indicate that Bumiputras exhibit a positive outlook on life and is open to new and innovative ways to thrive in business as compared to the previous generation.

A study was conducted on the roles of authentic leadership, psychological empowerment and intrinsic motivation on workers' creativity in e-business<sup>146</sup>. Data was collected from 135 workers who were members of e-business related companies, such as information technology companies. In terms of gender, there were 94 males (69.6%) and 41 females (30.4%). In terms of age, 12 were in their twenties (8.9%), 89 in their thirties (65.9%), and 34 were older than 40 (25.2%). In terms

of academic background, 8 had completed high school (5.9%), 85 had bachelor degrees (63%), and 42 had master degrees or doctorates (31.1%). In regards to their length of employment, 15 had worked for less than 1 year (11.1%), 43 had worked 1-5 years (31.9%), 54 had worked 5-10 years (40%), and 23 had worked longer than 10 years (17%). For empirical analysis, this study used confirmatory factor analysis (CFA) for validity, Cronbach's  $\alpha$  for reliability, correlation, and linear regression analysis. Further, for moderating effect, the mean centring method was used. The results of this study suggested that leaders in the e-business world should understand and demonstrate authentic leadership to enhance worker's creativity and foster organizational success. Therefore, in e-business situations leaders should have authenticity.

A study was conducted on the importance of autonomous motivation in the workplace<sup>147</sup>. Drawing on motivation and leadership theories, this dissertation examined the role of leaders in motivating their subordinates at work. Using a longitudinal research design, the study demonstrated that leaders' leadership style, as conceptualized by the full range leadership model, predicted the quantity of subordinates' motivation (e.g., a motivation), but not the quality of subordinates' motivation (e.g., autonomous motivation). Leaders' own work motivation predicted both such that a motivation and autonomous motivation were contagious between leaders and their subordinates. Given the contagious nature of autonomous motivation found in the study used an intervention to examine whether the effects of a training and coaching program aimed at enhancing leaders' autonomous motivation would extend to their subordinates as well. This intervention for leaders was delivered and evaluated using a longitudinal control group design. Compared to leaders who did not receive the intervention, leaders who participated in the

training and coaching sessions a) experienced increased autonomous motivation, b) perceived greater meaning in their work, and c) took on a more autonomy-supportive style of leadership. Subordinates whose leaders participated in the intervention also experienced increased autonomous motivation and meaningful work.

A study was carried out on the significant relationship between teacher motivation and school performance; the mediating effect of teacher job satisfaction<sup>148</sup>. The data were collected from employees of diverse type of organizations to gain broad representation of sectoral composition. In all, 250 self-administered questionnaires were distributed among the employees of different sectors and they returned 220 completed useable questionnaires for response rate of 88%. The participation in the survey was voluntary and confidentiality of responses was ensured. The statistical analysis showed that different dimensions of work motivation and satisfaction are significantly correlated and Reward and recognition have a great impact on the motivation of employees. This research was conducted to perform a review which aggregates and analyzes the individual research findings which pertain to the relationship between self-efficacy, employee motivation and Work related performance of the employee. To assess the influence of self-efficacy on the performance of individuals at the workplace and the mechanism by which self-efficacy of an individual determines their work related performance and Motivation. Thus, it becomes necessary to identify the practical implications of the outcomes related to improving employee self-efficacy in order to motivate them and improve their performance. It was found significant positive relationship between self-efficacy, motivation and organizational performance. The study found that there is a significant relationship between teacher motivation, job satisfaction and school performance. Finally on the basis of this strong correlation among these variables

mentioned above, it is recommended that both extrinsic and intrinsic motivation be applied among the teaching staff in order to improve job satisfaction and performance in the end.

A study to examine the impact of motivation on public personnel job performance was carried out in Bandir Regional Administration of Somali Federal Government<sup>149</sup>. The study has three key dimensions to be investigated. These dimensions are Extrinsic motivators ((Pay, working conditions, and physical surrounding), Intrinsic motivators (Achievement, Responsibility and advancement) and measuring public personnel performance purposive sampling procedure was used to draw a sample of 144 from fifteen (15) sections in Banadir Regional Administration. 15 members were section heads while the rest of 129 were low level employees of those sections in terms of analysis, Descriptive statistics of mean and standard deviation were used the survey found that practising motivation for the public employees with unique emphasis of extrinsic and intrinsic motivators was highly rated with (total mean index of extrinsic was 1.50 and standard deviation of .527) which means strong satisfied. The researchers also realized that applying intrinsic motivators of an employee have strong impact on their job performance this part had also high rate (total mean index 1.78 and STD. Deviation .638) which means strong agreed the found result of the measuring public sector employee job performance was highly rated by the respondents based on the three dimension examined (total mean index was 1.41, STD. Deviation .575) this means intensely satisfied the researchers recommended for Banadir Regional Administration to employ and to adopt practically the motivational factors discussed in the study for their civil servant in order to produce a highly satisfactory job performance. the study also recommended that the Bandir Regional Administration

should apply the three measures of public personnel performances to ensure public employees performance appraisal. Finally, the researchers recommended due to the significance of the topic for further study of this field to ensure reliability and to identify more motivational factors.

A study was carried out on the effect of external motivational factors on employees<sup>150</sup>. The study employed Herzberg's two-factor theory to investigate the effects of extrinsic factors on employees' performance in food and textile industries of Sindh, Pakistan. For collecting and analyzing data, research methodology is playing an important role. Quantitative approach has been employed in the present thesis. The data was gathered through questionnaires. For this purpose, 385 copies of the questionnaire were collected from the textile industry and 395 from the food industry. Reliability test was conducted through SPSS version 20.0. Descriptive statistics, Pearson correlation, Analysis Of Variance (ANOVA), t test and multiple regression techniques were used for analysis of data. Random sampling technique used -in the present study. The selected area is Hyderabad and Karachi Sindh. Food and textile industries enhance and improves the employee's performance by facilitating with training opportunities through which they will increase their status, confidence, style of communication and manage the industrial matters. The result demonstrated that performance of employees is incredibly motivated by hygiene factors which created an affirmative link amongst extrinsic factors and employee performance along with good future impact on performance of industries.

A study was carried out on the effect of motivation on employee productivity<sup>151</sup>. The method of investigation used was the survey method. This study covers the two major categories of staff in manufacturing firms in Nnewi, the management and junior staff categories. This was done in order to determine

whether workers are adequately motivated and how it affects their job performance. The research study covers a population of 2,000 workers in different department of the Firms. This cuts across all levels of workers made up of management, senior and junior staff. Therefore, the sample for the study consisted of 400 staff of the manufacturing firms in Nnewi. 400 copies of questionnaires were administered by the researcher personally to the respondent at Chicason Group of Company Nnewi (1) Ibeto group of company Nig Ltd (2) Capital Oil and Gas Nig Ltd Nnewi (3) Cultix Cable Company Nig Ltd Nnewi and Innoson Motors Nig Ltd Nnewi. A 4-point Likert-type questionnaire scale was designed for the study. Section A consisted of closed-ended questions. Sections B, C, D and E used a structured 4-point modified Likert-scale battery of strongly agree (4), agree (3), disagree (2) and strongly disagree (1). Descriptive statistics (such as frequencies and percentages) were used to answer the research questions. The Friedman Test was used to analyze the hypotheses. The SPSS version 17 for windows (a computer based statistical program me) was used to run all the analyses for the study. The decision rule was 0.05 level of significance. The study reveals that salaries paid to junior staff in the company were very below the stipulations of Nigerian National Joint Industry Council. It further shows that the junior staff is rarely promoted and the junior staff prefers financial incentives than non-financial incentives. The researcher therefore concludes from his findings that the effect of motivation on employee productivity is of paramount necessary to the organization.

The effect of motivation on employee performance was conducted in National Bank of Kenya<sup>152</sup>. This study used a descriptive research design. The researcher used the research design to describe the influence of motivation on employee performance at National Bank of Kenya (NBK). The targeted population

iscomprised of 124 permanent staff of National Bank of Kenya at the head office in Nairobi. The researcher used stratified random sampling to select the sample size. This enabled the researcher to quickly control the sample size in strata. In this case, there were two strata managers and subordinate staff. The study arrived at the sample size using Slovin's formula (1960) to determine the sample size. In this case, for the given population of 124 (26 Senior and Middle-level managers and 98 non-management staff); a sample size of 95 respondents generated was used to represent the population. Researcher used a questionnaire as the primary data collection instrument to collect data from employees at NBK. A pilot test was conducted among 10 employees of Equity Bank head office to determine the reliability of the research. This done one week before actual data collection. The information generated during pilot study was be used for Testing Reliability and Validity of research instrument used in the study. The researcher used Cronbach Alpha measure of internal consistency. Cronbach Alpha value was more significant than 0.7 for all independents variables. The questionnaires were then updated based on the findings of the pilot test and the final version of questionnaires was developed after that for use in the actual study. After the data was collected using the questionnaires the completed questionnaires were assembled, edited for completeness and consistency, coded and entered into SPSS version 21. Data was analyzed using descriptive statistics such as means, standard deviation, and frequencies. For inferential statistical analysis, bivariate Pearson Correlation and Multi regression analysis were carried out. Results indicated that reward system has a positive influence on employee performance at the National Bank of Kenya hence when rewards magnitude is changed by one unit, employee performance changes by 3.437 in the same direction. Given the positive significant influence of

rewards system on employee performance at NBK, It was concluded that improving the rewards system improves the employee performance at NBK. The current study was a case study hence it has limited application in the industry at National Bank of Kenya only. Another study should be carried out that involves all commercial banks to enable industry application of the findings. Additionally, future researchers can carry out similar studies in other industries apart from the banking sector to see if the results hold in such industries.

The effect of motivation on employee performance was carried out in Hormuud Company in Mogadishu Somalia<sup>153</sup>. The study population of this research was the employees at Hormuud Company in Mogadishu-Somalia. For the purpose of this study a quantitative methodology involving a self-administered questionnaire was being used as the measuring instrument. The target population of this study was 5000 and sample size of 60. The Data was being collected used structured questionnaire as a research instrument. The data was being analyzed using percentages, frequencies, graphs and regression analysis with the help of Statistical Package for Social Science (SPSS version 16). The results and findings indicated that monetary rewards, job enrichment have significant and positive effects on employee performance, in while there is positive and insignificant effect of training on employee performance also results indicate there were good relationship between motivation and employee performance and the research results showed that employee motivation influences employee performance of Hormuud Company in Mogadishu Somalia. The researcher recommends that all employees should be motivated to ensure they are retained and will improve performance. In this way overall organizational productivity and effectiveness can be enhanced. According to to the research further studies should be undertaken to

establish what motivates employees, since the study pointed out that employees were highly motivated by monetary rewards yet, employers insist on other motivators like training, parties and team building.

The impact of employee motivation on organizational performance was conducted in the financial sector in Ghana<sup>154</sup>. The population of the study comprised all microfinance companies operating in Ghana. A sampling frame was used for this study comprising of microfinance companies operating in Kumasi in the Ashanti Region of Ghana. A sample size of 80 respondents was used for the study. This sample was selected through the simple random sampling technique. Four employees each were selected from 20 microfinance companies operating in Kumasi randomly. Questionnaire was the data collection instrument used for this study. The questionnaire was self-designed using scales that were already developed and tested in other markets. The questionnaire self-administered by the researchers and trained research assistants. Findings from the study suggest that leadership opportunities, recognition and employee appraisal, meeting employee expectations and socialization are the key factors that motivate employees. The findings further revealed that managerial standards, motivation, commitment, employee evaluations, positive work environment, technology, lack of incentives, comfort level and poor management are factors that affect employees' performance. Further, the study shows the impact of motivation on organizational performance as improving employees' level of efficiency, helping employees to meet their personal goals, employee satisfaction, and helping employees bond with the organization. The study was limited to financial institutions in Ghana. The researcher suggests that future studies should be expanded to cover many organizations in other sectors especially the public sector. Also the study used only 80 respondents as a sample. Also

future study should consider using large sample that support rigorous statistical analysis to throw more light on the topic understudy.

A study was conducted on the relationship between motivation and employee performance<sup>155</sup>. The research instrument used for this study was based on a primary methodology using a total of eighty-eight (88) quantitative questionnaires thus resulting in the gathering of high quality raw data for use in the study. The primary aim of the current research is to analyze the impact of motivation and the relationship of performance as a result of a Dubai based semi government commercial banks. Descriptive analysis is the primary method used for explaining the results along with frequency and mean ranking techniques as well. The findings indicated that employees ranked good working conditions as the most important non-financial motivating indicator and salary as the highest financial motivating indicator. Analysis of the data also found that employee motivation and employee performance are positively correlated. Henceforth, concluded that the bank can design a model whereby salary, promotion and performance appraisal can be the leading indicators for employee motivation and employee performance.

A study was conducted on the effect of employee motivation on organizational performance in an organization<sup>156</sup>. Quantitative approach was used which involved the use of structured questionnaires. The study population was the staff (120) of the organisation who has been divided into executive, middle and lower level management to get each level's perception on the research topic. A sample of 92 staff was drawn from the target population. Probability sampling, thus simple random sampling technique adopted because it affords reduction of bias in sampling where each staff had equal chance of being chosen. The Yamane (1967) formula was used to determine the sample size. Thus Frequencies, percentages,

graphs, ANOVA tables, and correlation and regression tables were used in the presentation and analysis of data. The study found that employee motivation has a positive influence on the performance of the employee and the organization at large. Also, motivational factors adopted by the organisation have significant influence on employees' performance. It is envisaged that if motivational strategies are collectively determined and enforced, employees' and organizational performance would be sustainably enhanced.

The impact of motivation on employees' performance was examined in CreditWest Bank Cyprus<sup>157</sup>. This research work was carried out within the workforce of the CreditWest Bank Cyprus; a centralized human resource department of the bank helped in conveying the questionnaire to the 13 branches of the bank, and 134 respondents were interviewed. Quota sampling (employees of the Credit West) and simple random sampling method have been used to select target respondents for the study. Open ended questionnaire was used for the pilot study and the result of the open ended questionnaire was used to formulate the closed end structured questionnaire. The questionnaire contained questions used to determine the non-monetary motivation techniques: recognition, training, authority, freedom, job autonomy, challenging work schedules, job security, prestigious job titles and responsibility. The statistical tools used for the analysis of the questionnaire are frequency analysis, descriptive analysis, ranking method, mean analysis (Attitude scale), one sample T-test, and principle component factor analysis, specific model developed to identify the impact of motivation techniques on employees' performance, Cronbach's Alpha reliability analysis. The findings showed that fringe benefits, salary and performance pay have a high impact on employees'

performance, while bonuses, pensions and profit sharing have a low impact on employees' performance.

A study on the effects of motivation on employee performance using field data collected was conducted at the Vice President's Office in Dares Salaam<sup>160</sup>. Correlation technique employed to find out the relationship between two variables. Regression technique used to find out to which extent one variable affect the other using coefficient results. Correlation results for salary is 0.589, Transport benefits 0.421, medical benefits 0.395, extra duty allowance 0.421, carrier achievement 0.562, promotion benefits 0.672 and the correlation for recognition is 0.407 which reveal existence of positive relationship between motivation and employees' performance and therefore implying that the increase in motivation will lead to increase in employees' performance. This situation insisted on increasing attention to employee motivation practice in order to improve employee performance. The findings suggested enhancement of current motivation package by incorporating both intrinsic such as promotion, recognition, support for carrier achievement and extrinsic motivation factors such as salary, extra duty allowance, transport allowance, medical benefits will help optimum utilization of human resources as well as increasing employees' performance. Furthermore there is pressing need to develop organization motivation policy that will help the VPO management properly handling motivation function.

The effect of motivation on the performance of employees was conducted in Pam Golding Properties, Nairobi<sup>161</sup>. Motivation plays an integral role in all organizations, whether private or public. In order for organizations to achieve their objectives, they must motivate their employees to work towards them. It is more accessible for an organization to achieve its goals when its employees are

motivated towards their personal, professional and organizational objectives. It is important for organizations to establish motivational programs that improve motivation and consequently, the performance of both the organization and the individual employee. A descriptive research design was adopted with Pam Golding Properties being the focus organization. The population of this study comprised of all the employees of Pam Golding Properties in Nairobi. The study populace and sampling frame comprised of a list of all representatives that worked at Pam Golding Properties in Nairobi and was gotten from the Human Resources department. The census technique was used in the study to select the respondents from the list of employees provided by the human resource department in order to capture the entire population, thus, the sample size of the study was 50. The questionnaire made use of a five-point Likert scale to rate the importance of various motivational factors. The research was analyzed using Statistical Package for Social Scientists (SPSS) version 24. The study revealed that the management of Pam Golding Properties partially used motivational goal-setting to motivate their employees. The management allowed the employees to be involved when setting goals, although they did not find them challenging or difficult at all, despite them being specific. The study also showed that there was a lack of regular training and development for the employees to improve their key skills and knowledge and this is an area that should be addressed. Additionally, there was no mentorship program for employees either during onboarding or to achieve their goals and this would be greatly beneficial to them. Therefore, the study recommends that management re-evaluates and re-engineers the current recognition and reward program and therefore change the perception of the employees about it.

The relationship between employee motivation and work performance among the staff of VTB was examined in Bank of Russia<sup>162</sup>. This essentially a correlation research that applies quantitative approach and uses the survey method to collect data. It was used self-designed questionnaire to collect the data from the respondents. It is purely an empirical study which relies on primary data through questionnaire as source of data. The first recorded participants' personal information (age, gender, level of education, degree of familiarity with using computer and internet). The second recorded the subjects' perception of each variable in the model using a five point Likert-type scale, where 1 indicated strongly agree, 2 showed disagreement, 3 was for neutral, 4 disagree, and 5 indicated strong disagreement. The questionnaire consisted of 16 items measuring 9 variables, such as interesting work, job appreciation, satisfaction and stress, job security, good wages, promotion & growth, and recognition and performance. Altogether, 100 questionnaires were collected from employees of VTB Bank of Russia. Later on, SPSS (Statistical Package for Social Sciences) was used to run the required test of descriptive statistics, reliability analysis, bivariate correlation, ANOVA test and multiple regression analysis. The results of the findings show that employees of VTB Bank of Russia prefer both intrinsic and extrinsic motivation for their performance. The results of the tests demonstrated that intrinsic and extrinsic motivations both have positive impact on employee performance. The tests also showed that extrinsic motivation has more strong relationship with employee performance as compared to intrinsic motivation. Therefore, the impact of extrinsic motivation on employee performance is more as compared to intrinsic motivation. Therefore, it is concluded that there is strong positive relationship between work motivation (intrinsic & extrinsic) and employee performance.

A study to determine the effect of motivation on employee performance was conducted at the Al-Barokah women's cooperative institution in Tuban Regency<sup>163</sup>. The research population is employees who are institutionalized by the Al-Barokah women's cooperative in Tuban Regency. This study uses a sampling technique because the sample under study is the entire population or the so-called census. With the number of study samples as complete as 584 people's consisting of employees at the Al - Barokah women's cooperative institution in Tuban Regency. The data in this study uses quantitative-based studies. Data were collected using Statistical Package for the Social Sciences (SPSS). The study findings show that the motivation found in the employees of the Al-Barokah women's cooperative institution in Tuban District is very high at 96% ( $R^2 = 0.96$ ). The findings of this study illustrate that motivation is the main factor influencing the work performance of employees in the Al-Barokah women's cooperative in Tuban Regency. This achievement shows that humanistic theory has manifested itself in employees institutionalized by the Al-Barokah women's cooperative in Tuban.

A study on Perceived Influence of Skill Acquisition Centers towards Job Creation and Poverty Reduction among Graduates was carried out in Kaduna State, Nigeria<sup>164</sup>. Descriptive survey design adopted for the study. A sample of 213 graduates was selected using purposive sampling technique. A 4-point rating scale questionnaire was used for data collection. Descriptive statistics and regression analysis were used for data analysis. Results indicated that, types of vocational training of skills acquisition centres influences job creation among graduates in Kaduna State. It was also found that, availability of training materials in skills acquisition centres had an influence on job creation among graduates. The study also showed that government assistance to the graduates of skills acquisition

centres influences poverty reduction among graduates. It was concluded that skills acquisition centres have a significant influence in job creation and poverty reduction among graduates. It was recommended among other things that, vocational training that has direct relevance to the lives of the trainees and need of the society should be offered in skill acquisition centres.

A study on entrepreneurial skill acquisition, psychosocial factors and youth self-employment was carried out in Malaysia<sup>165</sup>. In order to examine whether self-motivation and social influence could be possible reasons, the study adopted a survey method and a proportionate stratified random sampling method to collect data from 600 entrepreneurship graduates. Data were analyzed using descriptive statistics and correlation methods. One of the findings indicated that self-motivation had a higher influence on self-employment than social influence; though both had significant positive relationships. It was also found that most Malaysian youth graduates had low risk-taking propensity. The study recommended that parents, government, universities and youth organizations should place more emphasize on ability to create value to the society, as learning outcome, rather than on grades (As) which would produce creative and analytical thinking and problem-solving skills among the students, leading to enterprise creation after graduation.

A study on Entrepreneurial Skills and Youth Employment was conducted in Kogi State, Nigeria using N-Power as a case study<sup>166</sup>. A Survey research design was adopted. The study adopted snowball sampling technique to select N-Power beneficiaries. A well-designed questionnaire was used as a viable instrument to collect data from beneficiaries in N-Teach, N-Health, N-Tax and N-Agro. Data collected were analyzed using Multiple Regression and Ordered Probit Regression Model. Finding shows that entrepreneurial skills development has significant effect

on N-Power beneficiaries in Kogi State. Finding further shows that interpersonal relation skill, technology adoption skill, decision-making skill and risk-taking skill have significant and positive relationship with youth self-employment in Kogi State. The study concluded that the acquisition of entrepreneurial skills is a vital approach towards self-employment. The study recommended that the government and policy-makers should device particular focus for interpersonal relation skill, decision making skill, technology adoption skill and risk-taking skill of N Power beneficiaries; with less attention to financial literacy and creative thinking skills.

A study on students' participation in entrepreneurship skills acquisition programme was carried out in Adamawa State Polytechnic Yola, Nigeria<sup>167</sup>. Primary data were collected by the use of questionnaire administered to randomly selected 80 respondents proportionate to the number of students from each Department. Data collected were analyzed using percentages, mean, frequency distribution and regression analysis. The findings revealed that the majority (67.5%) of the respondents were males, 61.34% of them were within the age of 20-29 years and only 15% were married having an average household size of 3 persons. Majority (76%) of the respondents has their highest level of education as secondary with 78% been student as their main occupation. The result shows that 85% and 35% participated in computer and male saloon skills respectively. The regression analysis result revealed that the variables of age ( $X_1$ ), marital status ( $X_2$ ) and household size ( $X_3$ ) to be significantly related with the number skills acquired. The coefficient of multiple determinations ( $R^2$ ) was estimated at 0.8796 indicating that 87.96% of the variation in skills acquired is explained by the variables included in the model. The major problems encountered by the respondents inadequate of training facilities, inadequate of trainers and capital to start their business. Participation in

entrepreneurship skills acquisition programme was found to have positive impact on the respondents. As those who were found to be engaged, learned various skills and some were gainfully employed through the skills they learned. The research recommends among others that adequate facilities/materials and trainers should be provided for each skill.

A study on Youth Attitude and Skills Acquisition Programmes in Nigeria was conducted in Kano State Economical and Social Empowerment Scheme Initiative<sup>168</sup>. The research was conducted using quantitative method with a structured questionnaire designed for 377 participants who were the sample size of the beneficiaries of the programmes from seven Skill Acquisition Institutes in the State. The data acquired from respondents were examined and assisted by the use of statistical software, SPSS. Regression analysis utilized for data analysis. The results gotten revealed that there was a significant relationship between youth attitude and skills acquisition, and further study inferred that the effect of youth empowerment is negatively and insignificantly influence attitude towards skills acquisition. Consequently, youth development stakeholders have to specifically focus on youth attitude, when obstacles to youth employment are removed; they would become independent and self reliant and as well have the total opportunity to participate in shaping the affairs of the nation. The findings of this study therefore calls for the adequate funding which must have inhibited the continuity of the programmes toward achieve this desired objective.

A study on the assessment of skills acquisition programs was carried out in Bayelsa State<sup>169</sup>. The study employed a descriptive survey design. A sample of 460 for the study. The researcher employed purposive sampling technique to select respondents (only youths) for the study. Three research questions

were answered. The research instrument for this study is a questionnaire titled Skill Acquisition Assessment Scale (SAAS). The reliability of the SAAS instrument was established through the Cronbach alpha method; which produced a reliability coefficient of 0.83. The data obtained was analyzed using mean and standard deviation. The findings of the study showed that the extent to which skills acquisition program is carried out in Bayelsa state is low; the extent to which people in Bayelsa state enrol for skill acquisition program is very poor and the extent to which people in Bayelsa state utilize skill acquisition program for self-sustenance and job creation is discouraging. Among others, it was recommended that Soft loans and adequate equipment in the area of the acquired skill should be provided for beneficiaries.

A study on the effect of Work Motivation, Work Environment, and Work Life Balance on Employee Performance was conducted at PT. AngkasaPura I (Persero) Sultan Aji Muhammad SulaimanSepinggang Airport –Balikpapan<sup>170</sup>. The research was conducted by data collection methods through questionnaires to 139 employees and multiple linear regression analysis methods with SPSS 24 analysis tools. The results of the study note that work motivation, work environment and work life balance factors can simultaneously have a positive effect on employee performance. This can be seen from the value of the F test that is 0,000 <0.05 (significantly lower than the margin error). But partially, the work-life balance factor does not significantly influence employee performance. The three factors can simultaneously have a positive effect, but partially, the work-life balance factor does not significantly influence employee performance at PT. AngkasaPura I (Persero) Sultan Aji Muhammad SulaimanSepinggang Airport, Balikpapan.

A study was conducted on the effect of Quality of Work Life and Work Engagement to Employee Performance with Job Satisfaction as an Intervening Variable in PT. Mopoly Raya Medan<sup>171</sup>. The result of the study showed that work-life balance or in this case quality of life has a positive and significant impact on employee performance.

A study on work life balance, organizational commitment, work motivation and financial compensation on job satisfaction through the millennial generation on Gojek drivers was conducted in Medan City<sup>172</sup>. The population in this study are gojek drivers in Medan City who have worked for at least 6 months and are included in the millennial generation category. Data collection techniques were carried out using questionnaires and interviews. The analysis method uses path analysis using SmartPLS. The results showed that work life balance, organizational commitment, work motivation and financial compensation on job satisfaction through the performance of the millennial generation on gojek drivers in Medan City. Performance can also indirectly mediate work life balance, organizational commitment, work motivation and financial job satisfaction.

A study on the relationship exists between Reward Management Practices and Employee Performance was conducted in selected Public Universities in the South-East Nigeria<sup>185</sup>. The paper anchored on Equity Theory. A descriptive survey research design was adopted by the study. Stratified sampling techniques were used to obtain a sample of 365 out of a target population of 7411 using Krejcie and Morgan (1970) formula. Data were collected using a structured questionnaire. The questionnaire was tested for reliability by using Split a half test to determine the internal consistency of the items. The paper used expert judgment method to determine content validity. Data were analyzed using Pearson's Product Moment

Correlation Coefficient (PPMCC) at .05 level of significance. The findings revealed that there was a significant positive relationship existing between distributive justice and employee commitment (cal.  $r .893 > \text{crit. } r 0.098$ ) and there was a significant positive relationship existing between employee recognition and job satisfaction (cal.  $r .942 > \text{crit. } r 0.098$ ). It was hence recommended among other things that the focused public universities need to ensure that employees are rewarded justly and fairly and that they need not rely solely on the base pay employee earn but also inculcate several recognition programs into their reward systems.

A study was conducted on the impact of remuneration on employees' performance<sup>187</sup>. Eighty three employees of Abdul Gusau polytechnic and state college of education in Zamfara state were handed structured questionnaires to solicit data on remuneration and performance. The dependent variable is employees' performance while the independent variable is remuneration (salary/wages, bonus/incentives). Pearson correlation and multiple regression model were used to analysed data using SPSS 22.0 and E-views 9.0. The finding suggested that there is a firm and positive relationship between remuneration and employees' performance and that salary/wage and bonus/incentives also serve as a form of motivation to the employees. The study recommends Prompt payment of salaries, wages and all entitlements and encouragement of employees' participation in paydetermination.

### **2.3.7 The Moderating Effect of Organizational Structure on the Functional Relationship between Motivational Variables and Employee Performance**

A study on the effect of organizational structure on employee empowerment was carried out in Commercial Banks in Rivers State, Nigeria<sup>188</sup>. Organizational structure is a framework of the relations on job, system, operating process, people and group of people making serious effort to achieve the stated goals of the

organization. Empowerment in this context refers to granting power to help individuals to improve their self-confidence, overcome their inability or failure and create enthusiasm and motivation in them for mobilizing them to perform their duties. The study revealed that organizational structure affects employee empowerment positively or negatively. It was recommended that managers should use appropriate structure in order to empower their employees.

A study examined the hospitals in Makassar the effect of organizational structure on the effectiveness of employee work<sup>190</sup>. The dimensions that was measured in the organizational structure are the complexity of employee work, second job formality, third is job decentralization. The results show overall have a positive influence and significant to the effectiveness of employee performance, so that effectiveness will improve the performance of an organization or company.

A study was conducted to determine the impact of organizational structure on the performance of employees of welfare agencies/organizations in Azad Jammu and Kashmir, Pakistan<sup>189</sup>. In addition, women development is another central element of current study that is considered by researcher in current study. Organizations related to women development and welfare of the society is the main focus in research.

The working structure of the organization here set up for recruitments and policy for organizational development. Social welfare is an organ of Government of AJK working on the vulnerable community of the state. It has an opportunity to explore the poverty level because the vulnerable community in the state is huge in number. So social welfare takes such challenge as an opportunity. Existing interventions are not enough to justify the existence of the department that is the big issue and threat. Social welfare adopted the Civil Service rules and working

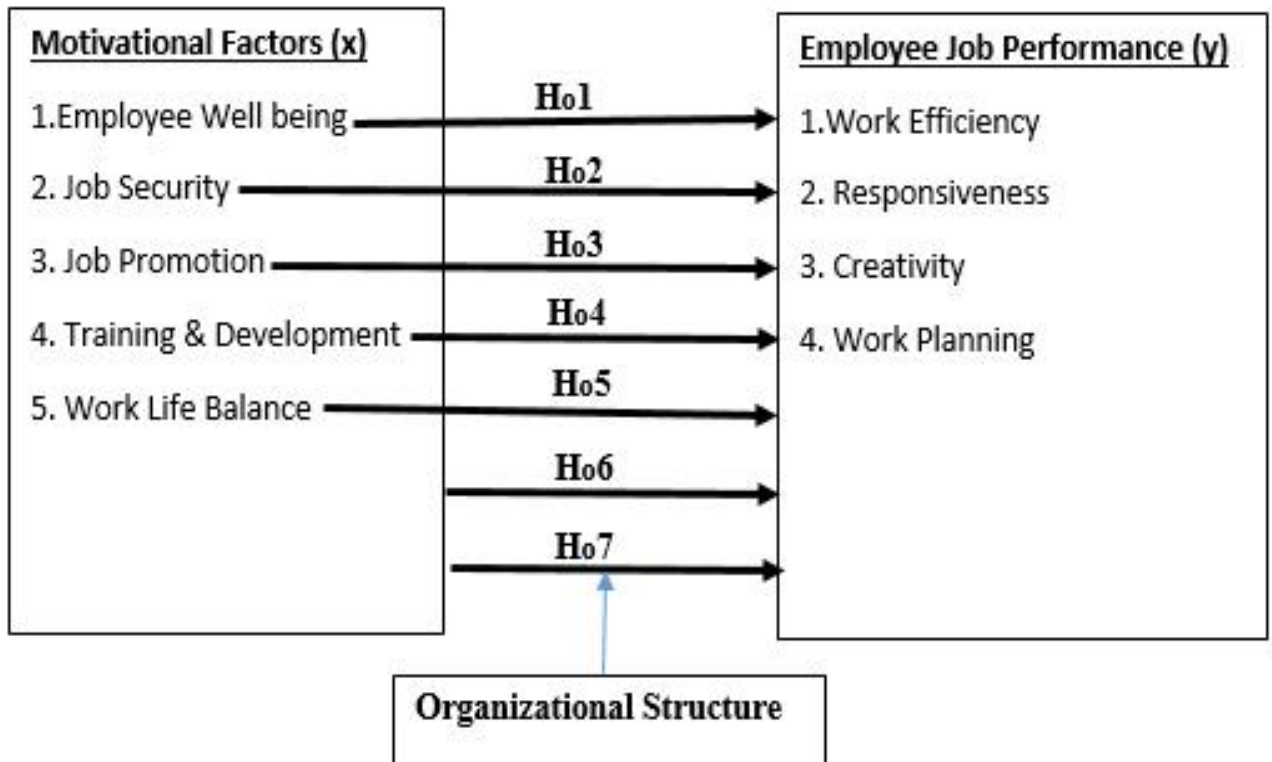
accordingly. These rules are basically conventional and source of weakness of organization for the development. Sample on the basis of stratified sampling has been taken to conduct the survey in the mentioned organizations. Survey of the research is based on two questionnaires, one questionnaire is filled by the employees working in the welfare organizations and second by the organizations related to women development. Total 101 responses included in analysis from both type organizations: 68 females and 33 males.

Results indicate that organizational structure has positive impacts on the performance of the employees and the overall efficiency and productivity of the organizations. Thus it is right to say that better organizational structure has fruitful contributions to outcomes of employee's efforts and their development, eventually organizations will have better performance and improved productivity.

A study was carried out to investigate the effects of organisational structure on employee resilience in manufacturing companies in Nigeria<sup>190</sup>. The study used a cross-sectional survey. Ten manufacturing companies were selected using simple random sampling. 132 validated questionnaires were distributed to the participants. It was found that organisational structure has positive significant effect on employee resilience. The study concludes that organisational structure measured in terms of centralization, formalization and complexity enhances the resilience consciousness of employees in the organisation. The implication of this study is that managers of manufacturing companies as well as policymakers should employ organisational structure that will accommodate uncertainties, threats and other changes from the external business environment by ensuring that their resilient capacity is very strong to withstand such disruptions.

A study on the influence of organizational structure and position analysis on work motivation and its impact on the performance of the Office of Cooperatives for Small and Medium Enterprises, Industry and Trade was conducted in Mentawai Islands Regency<sup>191</sup>. The research method uses a quantitative approach with the path analysis method. The technique of collecting data with a questionnaire. Respondents of the study were 50 employees. The sampling technique used total sampling. The number of samples that can be used for analysis purposes is 50 people from the Office of Cooperatives for Small and Medium Enterprises, Industry and Trade, Mentawai Islands Regency. The sampling method used was the total sampling method in which the entire population in this study was used as the research sample. Hypothesis testing is calculated using the IBM Statistical Package for Social Science (SPSS) program version 21.0. The results of the study found that: (1) organization has a significant influence on work motivation. (2) Job analysis has a significant effect on work motivation. (3) The organizational structure has a significant effect on performance. (4) Job analysis has a significant effect on performance. (5) Work motivation has a significant effect on performance. (6) The organizational structure has a significant influence on performance through work motivation. (7) Job analysis has a significant effect on performance through work motivation.

## 2.4 Conceptual Frameworks



**Figure 2.2: Conceptual Framework (Researcher's Conceptual Model, 2021)**

The conceptual framework is a diagrammatic representation of the research. Motivational factors as an independent variable comprise five sub-variables which are Employee Well being, Job Security, Job Promotion, Training & Development and Work-Life Balance, while the dependent variable is Employee Job Performance comprises the following sub- variables: Work Efficiency, Responsiveness, Creativity, and Work Planning.

Employee Well being, Job Security, Job Promotion, Training & Development and Work-Life Balance are examined against Employee Job Performance, while Organizational Structure is used to assess the moderating effect between motivational factors and employee job performance.

## 2.5 Summary of Gaps in Literature Reviewed

A study was conducted on the mediating effect of job happiness factor on the relationship between job satisfaction and both employees' performance. The study made use of quantitative research design and structural equation modelling (SEM) approach. Results show that job happiness plays a mediating role between job satisfaction and employee performance and turnover intention. Further study should consider a mixed method of quantitative and qualitative research methods in order to make the research more robust.

A study was conducted on Employee Job Security and Performance Relationship in RMG industry in Bangladesh. The study used a survey method. The study point out that employee job security has influence on the employee performance and employee engagement; and employee engagement mediates the relationship between employee job security and employee performance. Comparative study in other countries might be conducted for the purpose of generalizability.

A study was carried out on the influence of job promotions on employee performance in the Makassar City Regional Secretariat. A survey research method was used. The data analysis technique used is simple linear regression and t test. The finding showed that promotion has a positive and significant effect on employee performance in the Makassar City Regional Secretariat. Comparative study in other countries might be conducted for the purpose of generalizability.

A study on the effects of training and job promotion on work motivation and their implications on employee job performance was conducted in Indonesia. The research design uses a quantitative survey method and data analysis is based on the structural equation model (SEM) with Amos 24. The results of the study show

that (a) training and promotion had a positive and significant effects on work motivation. Comparative study in other countries might be conducted for the purpose of generalizability.

A study investigated the effects of job promotion practices on employee performance in Kenya Forestry Research Institute in Muguga, Kenya. A sample of 121 respondents was selected through stratified random sampling. A semi-structured questionnaire was used in collecting primary data. Analysis of qualitative data was carried out through thematic analysis. Descriptive statistics focused on frequency distribution, percentages, mean and standard deviation. Components of inferential statistics include; Pearson correlation coefficient and multivariate regression analysis. Both descriptive and inferential data were analyzed with the help of SPSS Version 25. The study found that job promotion practices have significant effect on employee performance in Kenya Forestry Research Institute. Subsequent researchers should explore other sectors in the country.

The impact of training and development on employee performance was examined in Radisson Blu Anchorage Hotel, Nigeria. A survey research design was adopted as a research design. The findings of this research indicated that the various training undergone in Radisson Blu Anchorage Hotel has impact on employee performance but the management needs to look into the training package. Subsequent researchers should explore other sectors such as manufacturing and banking sectors in the country.

A study was conducted on the Impact of Training and Development on Employees Performance and Productivity. This study made was quantitative in nature. Eighty questionnaires were distributed for the collection of data. Descriptive statistics tools

SPSS were applied on the questionnaire to see the reliability and consistency. The result showed that there was significant relationship between the variables, the Pearson correlation was used in study and Cronbach Alpha for each questionnaire was obtained. Future researchers should adopt larger sample size for generalizability.

A study on the Effects of Training and Development on Employee Performance was carried out in Abia State Polytechnic, Aba. The methodology that was used for the study was survey plan. Primary data was collected from a sample of fifty (50) senior staff. Self - administered questionnaire was used in the collection of data for analysis. The study revealed that there were organizational issues such as lack of management support for training and development programmes, which constrained training and development. It was also found that training and development had positive impact on employees of the Polytechnic. Future researchers should adopt larger sample size for generalizability.

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## Chapter Three

### Methodology

In this chapter, the research methods used in this study are explained. Likewise, the research design, population and sample of the study, methods of data collection and data analysis method are described.

The content of this chapter is outlined as follows:

- 3.1 Research Design
- 3.2 Population of the Study
- 3.3 Sample and Sampling Techniques
- 3.4 Description of the Instrument (s)
- 3.5 Pilot Study (10% of your sample size should be tested before you can go ahead with the study)
- 3.6 Validation of the Research Instrument
- 3.7 Reliability of the Instrument
- 3.8 Administration of Instrument and Method of Data Collection
- 3.9 Method of Data Analysis

#### **3.1 Research Design**

The research design is a combination of procedures and techniques utilized to gather and evaluate the variables identified in research work. The methodology of research specifies the particular study (qualitative, comparative, semi-experimental, scientific, evaluation, meta-analytic) and subgroup (descriptive, case study), research objectives, hypotheses, independent and outcome variables, design of experiment and, where relevant, data collection techniques and plan for data analysis. The research design is a blueprint which has been developed to

provide answers to research questions. The method of a study describes the form and subtype of the research, the problem of the research, the hypotheses, the research variables, the experimental research and, where appropriate, the methods of data collection and the analysis of data<sup>1</sup>.

In this study, a survey research design was used. A survey is a research method used for collecting data from a predefined group of respondents to gain information and insights into various topics of interest. The data is usually obtained through standardized procedures to ensure that each respondent can answer the questions on a level playing field to avoid biased opinions that could influence the outcome of the research or study. The process involves asking people for information through a questionnaire, either online or offline. Survey research is a quantitative and qualitative method with two essential characteristics. First, the variables of interest are measured using self-reports. In essence, survey researchers ask their participants (often called respondents in survey research) to report directly on their thoughts, feelings, and behaviours. Second, considerable attention is paid to the issue of sampling. In particular, survey researchers strongly prefer large random samples because they provide the most accurate estimates of what is true in the population. Survey research may be the only approach in psychology in which random sampling is routinely used. Beyond these two characteristics, almost anything goes into survey research. Surveys can be long or short. They can be conducted in person, by telephone, mail, or over the Internet. They can be about voting intentions, consumer preferences, social attitudes, health, or anything else that it is possible to ask people about and receive meaningful answers. Although survey data are often analyzed using statistics, many questions lend themselves to more qualitative analysis.

### 3.2 Population of the Study

The population is focused banking industry in Nigeria. Specifically, this study will be centred on Guaranty Trust Bank, Access Bank, Union Bank, Sterling Bank WEMA and First Bank Plc employees.

**Table: 3.1 Population of Banks**

| S/No | Bank Name               | Total Population<br>(Employees) | Population in<br>South West<br>(Employees) |
|------|-------------------------|---------------------------------|--|
| 1    | Guaranty Trust Bank     | 15,000                          | 5,450                                      |
| 2    | Access Bank             | 28,121                          | 9,350                                      |
| 3    | Union Bank              | 5,508                           | 1,836                                      |
| 4    | Sterling Bank           | 2,500                           | 850  |
| 5    | WEMA Bank               | 3,500                           | 1,280                                      |
| 6    | First Bank              | 16,000                          | 6,800                                      |
|      | <b>Total Population</b> | <b>70,629</b>                   | <b>25,566</b>                              |

Source:<sup>3</sup>

### 3.3 Sample and Sampling Techniques

The Sampling Technique used in this study was the Stratified Sampling Method. Stratified sampling is a method in which the total population is divided into smaller groups or strata to complete the sampling process. The population was divided into six geo-political zones: North East, North West, North Central, South West, South East and South-South. The strata were formed based on some common characteristics in the population data. A total population of 70,629 employees were available in Nigeria, but there were 25,566 employees across the six banks in South West Nigeria. This study is focused on all the Guaranty Trust Bank, Access Bank, Union Bank, Sterling Bank, WEMA Bank and First Bank branches in South West region of Nigeria. The sample size was determined using Slovin's formula.

The sample size was determined using Slovin's Formula:

$$n = \frac{N}{(1+Ne^2)}$$

Where:

n = number of samples

N = total population

e = error margin/margin of error

$$e = 0.075$$

$$e^2 = 0.0056$$

For GT Bank,

$$N = 5,450$$

$$1 + Ne^2 = 39.25$$

$$n = \frac{N}{(1+Ne^2)} = 5,450/39.25 = 172.16$$

$$n \approx 172$$

For Access Bank,

$$N = 9,350$$

$$1 + Ne^2 = 53.59$$

$$n = \frac{N}{(1+Ne^2)} = 9,350/53.59 = 174.46$$

$$n \approx 174$$

For Union Bank,

$$N = 1,836$$

$$1 + Ne^2 = 11.33$$

$$n = \frac{N}{(1+Ne^2)} = 1,836/11.33 = 162.08$$

$$n \approx 162$$

For Sterlin Bank,

$$N = 850$$

$$1 + Ne^2 = 5.78$$

$$n = \frac{N}{(1+Ne^2)} = 850/5.78 = 147.03$$

$$n \approx 147$$

For WEMA Bank,

$$N = 1,280$$

$$1 + Ne^2 = 8.2$$

$$n = \frac{N}{(1+Ne^2)} = 1,280/8.2 = 156.09$$

$$n \approx 156$$

For First Bank,

$$N = 6,800$$

$$1 + Ne^2 = 39.25$$

$$n = \frac{N}{(1+Ne^2)} = 6,800/39.25 = 173.25$$

$$n \approx 173$$

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**Table 3.2: Sample Size of Banks**

| <b>S/No</b> | <b>Bank Name</b>         | <b>Sample Size</b> |
|-------------|--------------------------|--------------------|
| 1           | Guaranty Trust Bank      | 172                |
| 2           | Access Bank              | 174                |
| 3           | Union Bank               | 162                |
| 4           | Sterling Bank            | 147                |
| 5           | WEMA Bank                | 156                |
| 6           | First Bank               | 173                |
|             | <b>Total Sample Size</b> | <b>984</b>         |

Source:<sup>3</sup>

A total Sample size of 984 employees will be selected for this study from the six banks in South West Nigeria. With the use of stratified sampling, the employees were stratified into three strata, which include: top management, middle level and low level. Also, a simple random sampling technique was used to select employees from the six banks in the South West region.

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**Table 3.3: Selected Deposit Money Banks**

| Bank Name           | Total Population | Population in | Proportionate   | Top | Middle    |     |
|---------------------|------------------|---------------|-----------------|-----|-----------|-----|
| Operation           | (Employee)       | SW (Employee) | Distribution of |     | Mgt Level |     |
| Mgt Level           | Mgt Level        |               |                 |     |           |     |
|                     |                  |               | 984             |     |           |     |
|                     |                  |               | Questionnaire   |     |           |     |
| Guaranty Trust Bank | 15,000           | 5,450         | 172             | 34  | 52        | 86  |
| Access Bank         | 28,121           | 9,350         | 174             | 35  | 52        | 87  |
| Union Bank          | 5,508            | 1,836         | 162             | 32  | 49        | 81  |
| Sterlin Bank        | 2,500            | 850           | 147             | 29  | 44        | 74  |
| Wema Bank           | 3,500            | 1,280         | 156             | 31  | 47        | 78  |
| First Bank          | 16,000           | 6,800         | 173             | 35  | 52        | 87  |
| Total Population    | 70,629           | 25,566        | 984             | 196 | 296       | 493 |

Source: Researcher's Finding 2022

Table showing the Strata and Number of Respondents to be chosen from each Stratum (Top 20%, Middle Management 30%, Operational Management 50%)

### **3.4 Description of the Instrument**

The instrument for this study is a research questionnaire divided into five parts. For the questionnaire, the first part is the demographic features of respondents like gender, age, educational qualifications, work experience and position. The second part of the questionnaire is on the motivation of employees, the third part contains information on employee performance, the fourth part is on Work-Life Balance, and the fifth part is on organizational structure.

#### **Employee Performance Scale**

##### **The Individual Work Performance Questionnaire**

The Individual Work Performance Questionnaire is an 18-item scale developed in The Netherlands to measure the three main dimensions of job performance: task performance, contextual performance, and counterproductive work behaviour. All items have a recall period of three months and a 5-point rating scale (0 = seldom to 4 = always for the task and contextual performance; and 0 = never to 4 = often for counterproductive work behaviour). A mean score for each IWPQ scale can be calculated by adding the item scores and dividing their sum by the number of items in the scale.

#### **Work-Life Balance Scale**

The original Work/Life Balance Self-Assessment scale was a 21-item scale designed to measure employees' perceptions of work-life balance. The scale development sample included 540 managers employed in various organizations across the United States and individuals from industrial-organizational psychology, communications, and finance services. The scale addresses three aspects of work-life balance: work interference with personal life (WIPL), emotional life interference with employment (PLIW), and work/unique life enhancement (WPLE). When completing the scale, respondents are asked to indicate the

frequency with which they have experienced certain behaviours during the past three months using a 7-point time-related scale (e.g., 1 5 not at all, 4 5 sometimes, and 7 5 all the time). Higher means for items indicate that respondents have experienced the situation described in the article more frequently, showing lower work-life balance levels. For this study, 16 articles were adopted with four Likert scales of Strongly Agree - Strongly Disagree.

### **Employee Motivation Scale**

An employee motivation scale was adopted for this study. These questions were answered on a 5-point Likert scale ranging from (1) Strongly Disagree to (5) Strongly Agree. This was used to understand the motivational set of front-line employees, and it contains 12 items.

### **Organizational Structure Scale**

The questionnaire was derived from the Organizational Trust Index and contained 21 items with a 5-point Likert scale ranging from (1) Strongly Disagree to (5) Strongly Agree.

**Table 3.4: Source of Adopted Questionnaire Items and Reliability Result**

| <b>Variable</b>          | <b>Source</b>          | <b>No of Items</b> | <b>Reliability</b> |
|--------------------------|------------------------|--------------------|--------------------|
| Employee Performance     | <b>Koopmans (2015)</b> | 18 items           | 0.71               |
| Work-Life Balance        | Fisher(2001)           | 21 items           | 0.74               |
| Employee Motivation      | Faisal et al. (2017)   | 12 items           | 0.69               |
| Organizational Structure | Shockley et al. (1999) | 21 items           | 0.78               |

Source<sup>1</sup>

### **3.5 Pilot Study**

A Pilot study was conducted for 10% of the sample size of the selected employees. The 10% of the sample size is 200, set from the six banks. Convenient sampling was used to determine

the respondents from the sampling unit. Therefore, 200 respondents were administered questionnaires.

### 3.6 Validity of the Instrument

The questionnaire was validated by the research supervisor before the questionnaire and administered to all chosen respondents for the study.

**Table 3.5: Summary of Pilot Test incorporating validity test**

| Variable                 | No of Items | CR    | AVE   | Remark   |
|--------------------------|-------------|-------|-------|----------|
| Intrinsic Motivation     | 6           | 0.732 | 0.582 | Reliable |
| Extrinsic Motivation     | 6           | 0.820 | 0.525 | Reliable |
| Motivation               | 12          | 0.925 | 0.613 | Reliable |
| Work-Family Conflicts    | 10          | 0.753 | 0.529 | Reliable |
| Family Work Conflicts    | 11          | 0.813 | 0.542 | Reliable |
| Work-Life Balance        | 21          | 0.914 | 0.510 | Reliable |
| Organizational Structure | 21          | 0.753 | 0.632 | Reliable |
| Work Efficiency          | 7           | 0.811 | 0.504 | Reliable |
| Work Planning            | 4           | 0.819 | 0.561 | Reliable |
| Creativity               | 4           | 0.843 | 0.623 | Reliable |
| Responsiveness           | 3           | 0.786 | 0.518 | Reliable |
| Employee Performance     | 18          | 0.765 | 0.574 | Reliable |

**Source: Computed from Pilot Study (2021)**

In further validating the research instrument, factor analysis using Principal Component Analysis was conducted with KMO and Bartlett's Test, which was computed for the variables in the questionnaire. The KMO measure for the pilot study is 0.738, which is solid and acceptable according to a survey that recommended values between 0.7-0.8 is good, and values above 0.9 are superb<sup>2</sup>.

### 3.7 Reliability of the Instrument

Reliability refers “to the extent to which the data collection techniques or analysis procedures provide accurate findings”<sup>3</sup>. Therefore, before proceeding to the next stage, data analysis, it is essential to ensure the reliability of the survey questionnaire. Thus, for this purpose, Cronbach’s alpha coefficient has been used to determine whether the respondents' answers were consistent.

The researcher subjected the questionnaire to test reliability. Cronbach alpha coefficient was used to determine the reliability statistics. A Cronbach alpha coefficient of  $\geq 0.7$  scores for the questionnaire items is known to be reliable<sup>4</sup>. The Cronbach alpha coefficients of the variables in the questionnaire were more significant than 0.7, as shown in Table 3.5, and therefore are reliable.

**Table 3.5: Reliability Statistics**

| <b>Variable</b>          | <b>Cronbach’s alpha coefficient</b> |
|--------------------------|-------------------------------------|
| Intrinsic Motivation     | 0.784                               |
| Extrinsic Motivation     | 0.721                               |
| Motivation               | 0.817                               |
| Work-Family Conflicts    | 0.862                               |
| Family Work Conflicts    | 0.863                               |
| Work-Life Balance        | 0.728                               |
| Organizational Structure | 0.751                               |
| Work Efficiency          | 0.827                               |
| Work Planning            | 0.841                               |
| Creativity               | 0.773                               |
| Responsiveness           | 0.734                               |
| Employee Performance     | 0.719                               |

**Source: Computed from Pilot Study (2021)**

### **3.8 Administration of Research Instrument and Method of Data Collection**

The data was collected using a questionnaire as a research instrument. The researcher designed the questionnaire with the supervisor's assistance, and it was administered to the respondents.

### **3.9 Method of Data Analysis**

Data analysis was done using the Statistical Package for Social Sciences (SPSS) and SmartPLS 3.0 software for Structural Equation Model. Descriptive statistics, which involves simple percentages, frequencies, means and standard deviation, bars and pie charts, were used for analyzing demographic variables and research questions. Factor Analysis, Exploratory factor analysis and Confirmatory factor analysis were performed in the study, while research questions and hypotheses were analyzed using Multiple Regression Analysis and Correlation Analysis.

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## Endnotes

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3. M. Saunders, P. Lewis& A. Thornhill. *Research Methods for Business Students*. Fourth Harlow, England, FT Prentice Hall, Pearson Education, 2007.
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## Chapter Four

### Results and Discussion of Findings

This chapter is on data analysis, presentation of results and discussion of findings. The present study examines Motivational Variables, Organisational Structure and Employee Job Performance in Money Deposit Bank in South West Nigeria.

The demographic characteristics of respondents were analysed using descriptive statistics using Frequency tables, percentages, mean and standard deviation. The hypotheses were tested using inferential statistics such as Multiple Regression Analysis.

#### 4.1 Presentation of Respondents' Data

##### 4.1.1 Demographic Data of Respondents

**Table 4.1: Gender of Respondents**

| Gender of Respondents | Frequency  | Percent      |
|-----------------------|------------|--------------|
| Male                  | 401        | 40.8         |
| Female                | 583        | 59.2         |
| <b>Total</b>          | <b>984</b> | <b>100.0</b> |

Source: Fieldwork, 2022

Table 4.1 shows that 583 (59.2%) of the respondents are female while 401 (40.8%) are male, which implies that most of the respondents are female.

**Table 4.2: Age of Respondents**

| Age of Respondents (Years) | Frequency  | Percent      |
|----------------------------|------------|--------------|
| Less than 25 years         | 300        | 30.5         |
| 26-35 years                | 442        | 44.9         |
| 36-45 years                | 197        | 20.0         |
| 46-55 years                | 45         | 4.6          |
| <b>Total</b>               | <b>984</b> | <b>100.0</b> |

Source: Fieldwork, 2022

Table 4.2 showed that 442 (44.9%) of the respondents were within the age category of 26-35 years, 300 (30.5%) were less than 25 years, 197 (20.0%) were within the age category of 36-45 years while 45 (4.6%) were within the age of 46-55 years. This implied that most respondents were between 26-35 years.

**Table 4.3: Educational Qualification of Respondents**

| Educational Qualification | Frequency  | Percent      |
|---------------------------|------------|--------------|
| NCE/OND                   | 333        | 33.8         |
| BSC/HND                   | 411        | 41.8         |
| Postgraduate              | 190        | 19.3         |
| Professional              | 50         | 5.1          |
| <b>Total</b>              | <b>984</b> | <b>100.0</b> |

Source: Fieldwork, 2022

Table 4.3 shows that 411 (41.8%) of the respondents had BSC/HND educational qualifications, 333 (33.8%) had NCE/OND qualifications, 190 (19.3%) had Postgraduate qualifications while 50 (5.1%) had Professional certificates.

**Table 4.4: Level of Respondents**

| <b>Level</b> | <b>Frequency</b> | <b>Percent</b> |
|--------------|------------------|----------------|
| Junior       | 493              | 50.10          |
| Middle       | 296              | 30.08          |
| Senior       | 196              | 19.82          |
| <b>Total</b> | <b>984</b>       | <b>100.0</b>   |

Source: Fieldwork, 2022

Table 4.4 showed that 493 (50.1%) of the respondents are Junior staff, 296 (30.08%) are in the Middle level, and 196 (19.82%) are in the Senior level. This indicates that the majority of the respondents are in the Senior level.

**Table 4.5: Years of Experience**

| <b>Years of Experience</b> | <b>Frequency</b> | <b>Percent</b> |
|----------------------------|------------------|----------------|
| 1-5 years                  | 382              | 38.8           |
| 6-10 years                 | 478              | 48.6           |
| 11-15 years                | 102              | 10.4           |
| More than 15 years         | 22               | 2.2            |
| <b>Total</b>               | <b>984</b>       | <b>100.0</b>   |

Source: Fieldwork, 2022

Table 4.5 showed that 478 (48.6%) of the respondents had 6-10 years of experience, 382 (38.8%) had 1-5 years of experience, 102 (10.4%) had 11-15 years of experience while 22 (2.2%) had more than 15 years experience. This indicates that most respondents had 6-10 years of experience.

## Intrinsic Motivation

**Table 4.6: Job Security**

| S/N | Statement  | SA             | A              | D              | SD           | Mean | Stand Dev |
|-----|--|----------------|----------------|----------------|--------------|------|-----------|
| 1   | You feel insecure about the future of your job.                  | 656<br>(66.7%) | 301<br>(30.6%) | 27<br>(2.7%)   | -            | 1.36 | 0.53      |
| 2   | You think you might lose your job soon.                          | -              | 900<br>(91.5%) | 84<br>(8.5%)   | -            | 1.34 | 1.12      |
| 3   | You are sure you can keep your job.                              | 104<br>(10.6%) | 370<br>(37.6%) | 510<br>(51.8%) | -            | 1.85 | 0.94      |
| 4   | Chances are, you may soon lose your job                          | 52<br>(5.3%)   | 374<br>(38.0%) | 558<br>(56.7%) | -            | 2.18 | 0.96      |
| 5   | There is no job security in the banking sector.                  | 434<br>(44.1%) | 483<br>(49.1%) | 64<br>(6.5%)   | 3<br>(0.3%)  | 1.63 | 0.63      |
| 6   | People often lose their jobs in the banking sector               | 342<br>(34.8%) | 568<br>(57.7%) | 49<br>(5.0%)   | 25<br>(2.5%) | 1.75 | 0.66      |
| 7   | Keeping one's job in the banking sector involves a lot of risks. | 178<br>(18.1%) | 620<br>(63.0%) | 170<br>(17.3%) | 16<br>(1.6%) | 1.93 | 1.51      |

Source: Fieldwork, 2022

Table 4.6 showed that 656 (66.7%) of the respondents strongly agree, 301 (30.6%) agree while 27 (2.7%) disagree that they feel insecure about the future of their job, 900 (91.55) of the respondents agree and 84(8.5%) of the respondents disagree that they think they might lose their career in the near future, 370 (37.6%) of the respondents agree, 104 (10.6%) strongly agree, while 510 (51.8%) disagree that they are sure they can keep their job, 52 (5.3%) of the respondents strongly agree, 374 (38.0%) agree while 558 (56.7%) disagree that chances are, they may soon lose their job, 483 (49.1%) of the respondents agree, 434 (44.1%) strongly agree, 64 (6.5%) disagree, 3 (0.3%) strongly disagree that there is no job security in the banking sector, 568 (57.7%) agree, 342 (34.8%) strongly agree, 49 (5.0%) disagree while 25 (2.5%) strongly disagree that People often loose their jobs in the banking sector, 178

(18.1%) of the respondents strongly agree, 620 (63.0%) agree, 170 (17.3%) disagree while 16 (1.6%) strongly disagree that keeping one's job in the banking sector involves a lot of risks.

**Table 4.7: Employee Well-being**

| S/N | Statement   | SA             | A              | D              | SD             | Mean | Stand Dev |
|-----|---|----------------|----------------|----------------|----------------|------|-----------|
| 1   | Your organization cares about your general satisfaction at work   | 254<br>(25.8%) | 574<br>(58.3%) | 82<br>(8.3%)   | 74<br>(7.5%)   | 1.98 | 0.80      |
| 2   | Your organization is willing to extend resources to help you perform your job to the best of your ability.  | 316<br>(32.1%) | 429<br>(43.6%) | 117<br>(11.9%) | 122<br>(12.4%) | 2.05 | 0.97      |
| 3   | Your organization is committed to employee health and well-being.   | 285<br>(29.0%) | 577<br>(58.6%) | 113<br>(11.5%) | 9<br>(0.9%)    | 1.84 | 0.65      |
| 4   | Your organization encourages you and provides opportunities to engage in healthy behaviors, such as being physically active, eating a healthy diet, living tobacco-free, and managing stress. | 520<br>(52.8%) | 410<br>(41.7%) | 31<br>(3.2%)   | 23<br>(2.3%)   | 1.55 | 0.67      |
| 5   | You trust the management of your organization.  | 274<br>(27.8%) | 508<br>(51.6%) | 181<br>(18.4%) | 21<br>(2.1%)   | 2.11 | 1.01      |
| 6   | There is a provision of health insurance benefits for employees   | 334<br>(33.9%) | 584<br>(59.3%) | 45<br>(4.6%)   | 21<br>(2.1%)   | 1.74 | 0.64      |
| 7   | Well being and welfare of employees are of paramount importance to your organization  | 165<br>(16.8%) | 707<br>(71.8%) | 94<br>(9.6%)   | 18<br>(1.8%)   | 1.73 | 1.29      |

Source: Fieldwork, 2022

Table 4.7 shows that 254 (25.8%) of the respondents strongly agree, 574 (58.3%) agree, and 82 (8.3%) disagree. In comparison, 74 (7.5%) strongly disagree that the organization cares about their general satisfaction at work, 316 (32.1%) strongly agree, 429 (43.6%) agree, and

117 (11.9%) disagree. In comparison, 122 (12.4%) strongly disagree that the organization is willing to extend resources in order to help them perform their job to the best of their ability, 285 (29.0%) of the respondents strongly agree, 577 (58.6%) agree, 113 (11.5%) disagree. In comparison, 9 (0.9%) strongly disagree that the organization is committed to employee health and well-being, 520 (52.8%) of the respondents strongly agree, 410 (41.7%) agree, and 31 (3.2%) disagree. In comparison, 23 (2.3%) strongly disagree that their organization encourages them and provides opportunities to engage in healthy behaviors, such as being physically active, eating a healthy diet, living tobacco-free, and managing stress. Also, 274 (27.8%) of the respondents strongly agree, 508 (51.6%) agree, 181 (18.4%) disagree while 21 (2.1%) strongly disagree that they trust the management at their organization, 334 (33.9%) of the respondents strongly agree, 584 (59.3%) agree, 45 (4.6%) disagree while 21 (2.1%) strongly disagree that there is provision of health insurance benefits for employees, 165 (16.8%) of the respondents strongly agree, 707 (71.8%) agree, 94 (9.6%) disagree while 18 (1.8%) strongly disagree that the well being and welfare of employees is of paramount importance to their organization.

**Table 4.8: Job Promotion**

| S/N | Statement   | SA             | A              | D              | SD             | Mean | Stand Dev |
|-----|---|----------------|----------------|----------------|----------------|------|-----------|
| 1   | Your organization has a policy that favors the designed promotion programs.             | 695<br>(70.6%) | 186<br>(18.9%) | 103<br>(10.5%) | -              | 1.48 | 0.79      |
| 2   | Your organization promotes employees often.   | 327<br>(33.2%) | 489<br>(49.7%) | 165<br>(16.8%) | 3<br>(0.3%)    | 1.84 | 0.71      |
| 3   | Promotions come with increments in salary   | 758<br>(77.0%) | 118<br>(12.0%) | 96<br>(9.8%)   | 12<br>(1.2%)   | 1.60 | 1.31      |
| 4   | Your organization allocates the budget for the requirements of the employees' promotion | 568<br>(57.7%) | 389<br>(39.5%) | 27<br>(2.7%)   | -              | 1.45 | 0.55      |
| 5   | Employees are motivated to put in their best when they are promoted                     | 240<br>(24.4%) | 609<br>(61.9%) | 75<br>(7.6%)   | 60<br>(6.1%)   | 1.95 | 0.75      |
| 6   | Your organization often delays the promotion of employees                               | 182<br>(18.5%) | 99<br>(10.1%)  | 392<br>(39.8%) | 311<br>(31.6%) | 2.12 | 1.05      |
| 7   | Employees are highly motivated to be promoted   | 262<br>(26.6%) | 621<br>(63.1%) | 76<br>(7.7%)   | 25<br>(2.5%)   | 1.86 | 0.65      |

Source: Fieldwork, 2022

Table 4.8 showed that 695 (70.6%) of the respondents strongly agree, 186 (18.9%) agree while 103 (10.5%) disagree that their organization has policy that favours the designed promotion programmes, 327 (33.2%) of the respondents strongly agree, 489 (49.7%) agree, 165 (16.8%) disagree while 3 (0.3%) strongly disagree that their organization promotes employees often, 758 (77.0%) of the respondents strongly agree, 389 (39.5%) agree while 27 (2.7%) disagree that their organization allocate the budget for the requirements of the employees' promotion, 240 (24.4%) of the respondents strongly agree, 609 (61.9%) agree, 75 (7.6%) disagree while 60 (6.1%) strongly disagree that employees are motivated to put in their best when they are promoted, 182 (18.5%) of the respondents strongly agree, 99 (10.1%) agree, 392 (39.8%) disagree while 311 (31.6%) strongly disagree that their organization often delay the promotion of employees and 262 (26.6%) strongly agree, 621 (63.1%) agree, 76

(7.7%) disagree while 25 (2.5%) strongly disagree that employees are highly motivated to be promoted.

**Table 4.9: Training and Development**

| S/N | Statement  | SA             | A              | D              | SD           | Mean | Stand Dev |
|-----|--|----------------|----------------|----------------|--------------|------|-----------|
| 1   | Training and development increase employee interpersonal relations with customers  | 510<br>(51.8%) | 449<br>(45.6%) | 25<br>(2.5%)   | -            | 1.51 | 0.55      |
| 2   | Training and enhancing employee ability to Process transactions                    | 377<br>(38.3%) | 581<br>(59.0%) | 15<br>(1.5%)   | 11<br>(1.1%) | 1.65 | 0.57      |
| 3   | Training and development increase employee accuracy and speed in performing a task | 740<br>(75.2%) | 123<br>(12.5%) | 121<br>(12.3%) | -            | 1.62 | 1.31      |
| 4   | Training and development improve the skills of workers                             | 234<br>(23.8%) | 613<br>(62.3%) | 80<br>(8.1%)   | 57<br>(5.8%) | 1.98 | 0.79      |
| 5   | Training and development positively affect employees' performance                  | 695<br>(70.6%) | 169<br>(17.2%) | 120<br>(12.2%) | -            | 1.42 | 0.69      |
| 6   | Your organization organizes training for its employees regularly                   | 565<br>(57.4%) | 401<br>(40.8%) | 18<br>(1.8%)   | -            | 1.44 | 0.53      |
| 7   | The employees working in your organization are well-trained professionals          | 694<br>(70.5%) | 183<br>(18.6%) | 76<br>(7.7%)   | 31<br>(3.2%) | 1.89 | 1.46      |

Source: Fieldwork, 2022

Table 4.9 showed that 510 (51.8%) of the respondents strongly agree, 449 (45.6%) agree while 25 (2.5%) disagree that Training and development increases employee interpersonal relations with customers, 377 (38.3%) of the respondents strongly agree, 581 (59.0%) agree, 15 (1.5%) disagree while 11 (1.1%) strongly disagree that Training and enhances employee ability to Process transactions, 740 (75.2%) of the respondents strongly agree, 123 (12.5%) agree while 121 (12.3%) disagree that Training and development increases employee

accuracy and speed in performing a task, 234 (23.8%) of the respondents strongly agree, 613 (62.3%) agree, 80 (8.1%) disagree while 57 (5.8%) strongly disagree that Training and development improve skills of workers, 695 (70.6%) of the respondents strongly agree, 169 (17.2%) agree while 120 (12.2%) disagree that Training and development positively affect employees' performance, 565 (57.4%) of the respondents strongly agree, 401 (40.8%) agree while 18 (1.8%) disagree that their organization organizes training for her employees regularly. Furthermore, 694 (70.5%) of the respondents strongly agree, 183 (18.6%) agree, 76 (7.7%) disagree, and 31 (3.2%) strongly disagree that the employees working in your organization are well-trained professionals.

**Table 4.10: Work-Life Balance**

| S/N | Statement  | SA             | A              | D              | SD           | Mean | Stand. Dev |
|-----|--|----------------|----------------|----------------|--------------|------|------------|
| 1   | I have come home from work too tired to do the chores which need to be done.                                     | 528<br>(53.7%) | 262<br>(26.6%) | 194<br>(19.7%) | -            | 1.73 | 0.85       |
| 2   | It has been difficult for you to fulfill your family responsibilities because of the time you spent on your job. | 396<br>(40.2%) | 356<br>(36.2%) | 223<br>(22.7%) | 9<br>(0.9%)  | 1.98 | 0.89       |
| 3   | You have arrived at work too tired to function well because of the household work you have done.                 | 418<br>(42.5%) | 503<br>(51.1%) | 60<br>(6.1%)   | 3<br>(0.3%)  | 1.65 | 0.62       |
| 4   | You have found it difficult to concentrate at work because of your family responsibilities.                      | 328<br>(33.3%) | 587<br>(59.7%) | 45<br>(4.6%)   | 24<br>(2.4%) | 1.76 | 0.66       |
| 5   | Due to work stress, you hardly have time for your family.  | 568<br>(57.7%) | 228<br>(23.2%) | 176<br>(17.9%) | 12<br>(1.2%) | 1.97 | 1.48       |
| 6   | You often come home late from work and do not have time for your children/dependents.                            | 299<br>(30.4%) | 589<br>(59.9%) | 87<br>(8.8%)   | 9<br>(0.9%)  | 1.80 | 0.62       |

|    |   |                |                |                |              |      |      |
|----|---|----------------|----------------|----------------|--------------|------|------|
| 7  | You have been able to manage your family responsibilities well with your job.   | 425<br>(43.2%) | 424<br>(43.1%) | 114<br>(11.6%) | 21<br>(2.1%) | 1.94 | 1.22 |
| 8  | The demands of your family or spouse/partner interfere either with work related activities  | 593<br>(60.3%) | 376<br>(38.2%) | 15<br>(1.5%)   | -            | 1.41 | 0.52 |
| 9  | Things you want to do at work don't get done because of family or spouse/partner demands.   | 481<br>(48.9%) | 290<br>(29.5%) | 177<br>(18.0%) | 36<br>(3.7%) | 1.80 | 0.98 |
| 10 | Your home interferes with your responsibilities at work, such as getting to work on time, accomplishing daily and working overtime. | 513<br>(52.1%) | 281<br>(28.6%) | 190<br>(19.3%) | -            | 1.76 | 0.87 |
| 11 | Family-related strain interferes with your ability to perform job-related duties.   | 395<br>(40.1%) | 389<br>(39.5%) | 200<br>(20.3%) | -            | 1.99 | 0.89 |
| 12 | You have to put off doing things at work because of time at home.   | 415<br>(42.2%) | 416<br>(42.3%) | 93<br>(9.5%)   | 60<br>(6.1%) | 1.92 | 1.15 |
| 13 | Your family responsibilities often clash with your duties at work.  | 230<br>(23.4%) | 547<br>(55.6%) | 164<br>(16.7%) | 43<br>(4.4%) | 2.14 | 0.96 |
| 14 | At times due to your family responsibilities, you get late to work.   | 586<br>(59.6%) | 210<br>(21.3%) | 176<br>(17.9%) | 12<br>(1.2%) | 1.95 | 1.49 |

Source: Fieldwork, 2022

Table 4.10 showed that 528 (53.7%) of the respondents strongly agree, 262 (26.6%) agree, while 194 (19.7%) disagree that they have come home from work too tired to do the chores which need to be done, 396 (40.2%) of the respondents strongly agree, 356 (36.2%) agree, 223 (22.7%) disagree while 9 (0.9%) strongly disagree that it has been difficult for them to fulfil their family responsibilities because of the amount of time they spent on their job, 418 (42.5%) of the respondents strongly agree, 503 (51.1%) agree, 60 (6.1%) disagree while 3 (0.3%) strongly disagree that they have arrived at work too tired to function well because of the household work they had done, 328 (33.3%) of the respondents strongly agree, 587 (59.7%) agree, 45 (4.6%) disagree while 24 (2.4%) strongly disagree that they have found it

difficult to concentrate at work because of your family responsibilities, 568 (57.7%) of the respondents strongly agree, 228 (23.2%) agree, 176 (17.9%) disagree while 12 (1.2%) strongly disagree that due to work stress, they hardly have time for their family, 299 (30.4%) of the respondents strongly agree, 589 (59.9%) agree, 87 (8.8%) disagree while 9 (0.9%) strongly disagree that they often come back home late from work and do not have time for their children/dependants, 425 (43.2%) of the respondents strongly agree, 424 (43.1%) agree, 114 (11.6%) disagree while 21 (2.1%) strongly disagree that they have been able to manage their family responsibilities well with their job. Furthermore, 593 (60.3%) of the respondents strongly agree, 376 (38.2%) agree while 15 (1.5%) disagree that the demands of their family or spouse/partner interfere either work related activities, 481 (48.9%) of the respondents strongly agree, 290 (29.5%) agree, 177 (18.0%) disagree while 36 (3.7%) strongly disagree that things they want to do at work don't get done because of the demands of family or spouse /partner, 513 (52.1%) of the respondents strongly agree, 281 (28.6%) agree while 190 (19.3%) disagree that their home interferes with their responsibilities at work such as, getting to work on time, accomplishing daily and work overtime, 395 (40.1%) of the respondents strongly agree, 389 (39.5%) agree while 200 (20.3%) disagree that Family related strain interfere with their ability to perform job related duties, 415 (42.2%) strongly agree, 416 (42.3%) agree, 93 (9.5%) disagree while 60 (6.1%) strongly disagree that they have to put off doing things at work because of ontime at home, 230 (23.4%) of the respondents strongly agree, 547 (55.6%) agree, 164 (16.7%) disagree while 43 (4.4%) strongly disagree that their family responsibilities often clash with their responsibilities at work, 586 (59.6%) of the respondents strongly agree, 210 (21.3%) agree, 176 (17.9%) disagree while 12 (1.2%) strongly disagree that at times due to their family responsibilities, they get late to work.

**Table 4.11: Organisational Structure**

|    | Statement  | SA          | A           | D           | SD          | Mean | Stand Dev |
|----|--|-------------|-------------|-------------|-------------|------|-----------|
| 1  | Specific decisions are not always taken at a higher level but operational level due to decentralization as a result of few layers                | 292 (29.7%) | 557 (56.6%) | 75 (7.6%)   | 60 (6.1%)   | 1.90 | 0.78      |
| 2  | Engaging lower employees in the decision making facilitate employee empowerment and sense of belongingness.                                      | 336 (34.1%) | 420 (42.7%) | 120 (12.2%) | 108 (11.0%) | 2.01 | 0.97      |
| 3  | Reducing layers and empowering low level employees facilitate employee's devotion or the vision and objective of four organization by employees. | 415 (42.2%) | 506 (51.4%) | 60 (6.1%)   | 3 (0.3%)    | 1.64 | 0.62      |
| 4  | Fewer layers enhances better communication within the organization   | 330 (33.5%) | 567 (57.6%) | 44 (4.5%)   | 43 (4.4%)   | 1.79 | 0.72      |
| 5  | Your company do not apply too much rules and regulation to her employees   | 206 (20.9%) | 571 (58.0%) | 172 (17.5%) | 35 (3.6%)   | 1.98 | 1.48      |
| 6  | Reducing rules and regulations do encourage creative.  | 294 (29.9%) | 562 (57.1%) | 70 (7.1%)   | 58 (5.9%)   | 1.89 | 0.77      |
| 7  | Less formalization facilitate communication within your company  | 529 (53.8%) | 260 (26.4%) | 195 (19.8%) | -           | 1.72 | 0.85      |
| 8  | Less formalization encourages creativity and learning in your company  | 342 (34.8%) | 413 (42.0%) | 117 (11.9%) | 112 (11.4%) | 2.00 | 0.97      |
| 9  | Less formalization in your company facilitates employee empowerment and sense of belongingness.  | 262 (26.6%) | 602 (61.2%) | 111 (11.3%) | 9 (0.9%)    | 1.86 | 0.63      |
| 10 | Your organization has blurred internal boundaries that allow easy relationship with various units and department of the organization             | 348 (35.4%) | 609 (61.9%) | 27 (2.7%)   | -           | 1.50 | 0.55      |

|    |  |            |            |            |          |      |      |
|----|--|------------|------------|------------|----------|------|------|
| 11 | Blurred boundaries enables effective cooperation and coordination between different role-players in organization, coordination and cooperation enhances performance of your organization | 269(27.3%) | 523(53.2%) | 192(19.5%) | -        | 1.67 | 0.52 |
| 12 | The open boundaries in your company enables free communication with customers, suppliers and other companies   | 203(20.6%) | 560(56.9%) | 151(15.3%) | 70(7.1%) | 1.92 | 0.68 |

Source: Field work, 2022

Table 4.11 showed that 292 (29.7%) of the respondents strongly agree, 557 (56.6 %) agree, 75 (7.6%) disagree while 60 (6.1%) strongly disagree that Certain decision are not always taken at higher level but operational level due to decentralization as a result of few layers, 336 (34.1%) of the respondents strongly agree, 420 (42.7%) agree, 120(12.2%) disagree while 108(11.0%) strongly disagree that engaging lower employees in the decision making facilitate employee empowerment and sense of belongingness, 415(42.2%) of the respondents strongly agree, 506(51.4%) agree, 60(6.1%) disagree while 3(0.3%) strongly disagree that reducing layers and empowering low level employees facilitate employee's devotion to the vision and objective of our organization by employees, 330(33.5%) of the respondents strongly agree, 567(57.6%) agree, 44(4.5%) disagree while 43(4.4%) strongly disagree that fewer layers enhances better communication within the organization. Also, 206(20.9%) of the respondents strongly agree, 571(58.0%) agree, 172(17.5%) disagree while 35(3.6%) strongly disagree that their company do not apply too much rules and regulations to her employees, 294(29.9%) of the respondents strongly agree, 562(57.1%) agree, 70(7.1%) disagree while 58(5.9%) strongly disagree that reducing rules and regulations do encourage creative. Furthermore, 342(34.8%) of the respondents strongly agree, 413(42.0%) agree,

117(11.9%) disagree while 112(11.4%) strongly disagree that less formalization encourages creativity and learning in their company, 262(26.6%) of the respondents strongly agree, 602(61.2%) agree, 111(11.3%) disagree while 9(0.9%) strongly disagree that less formalization in their company facilitates employee empowerment and sense of belongingness, 348(35.4%) of the respondents strongly agree, 609(61.9%) agree while 27(2.7%) disagree that their organization has blurred internal boundaries that allow easy relationship with various units and department of the organization, 269(27.3%) of the respondents strongly agree, while 192(19.5%) disagree that blurred boundaries enables effective cooperation and coordination between different role-players in organization, coordination and cooperation enhances performance of their organization, 203(20.6%) of the respondents strongly agree, 560(56.9%) agree, 151(15.3%) disagree while 70(7.1%) strongly disagree that the open boundaries in their company enables free communication with customers, suppliers and other companies

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**Table 4.12: Work Efficiency**

| S/N | Statement   | SA          | A          | D          | SD         | Mean | Stand Dev |
|-----|---|-------------|------------|------------|------------|------|-----------|
| 1   | The level of efficient performance decreases during the day               | 290 (29.5%) | 481(48.9%) | 177(18.0%) | 36(3.7%)   | 1.80 | 0.98      |
| 2   | You have a liking for high intensity training                             | 254(25.8%)  | 661(67.2%) | 69 (7.0%)  | -          | 1.81 | 0.54      |
| 3   | You have high level of strength and stamina when performing tasks at work | 330(33.5%)  | 417(42.4%) | 132(13.4%) | 105(10.7%) | 2.04 | 0.54      |
| 4   | You show high level of reliability when performing tasks                  | 303(30.8%)  | 423(43.0%) | 146(14.8%) | 112(11.4%) | 2.07 | 0.95      |
| 5   | Your work efficiency rate is high   | 286(29.1%)  | 545(55.4%) | 93(9.5%)   | 60(6.1%)   | 1.95 | 0.85      |
| 6   | You have high level of basic physical readiness for work                  | 479(48.7%)  | 439(44.6%) | 30(3.0%)   | 36(3.7%)   | 1.62 | 0.72      |
| 7   | You are rarely absent from work   | 546(55.5%)  | 246(25.0%) | 192(19.5%) | -          | 1.69 | 0.84      |

Source: Field work, 2022.

Table 4.12 showed that 290 (29.5%) of the respondents strongly agree, 481(48.9%) agree, 177(18.0%) disagree while 36(3.7%) strongly disagree that the level of efficient performance decreases during the day, 254(25.8%) of the respondents strongly agree, 661(67.2%) agree while 69 (7.0%) disagree that they have a liking for high intensity training, 330(33.5%) of the respondents strongly agree, 417(42.4%) agree, 132(13.4%) disagree while 105(10.7%) strongly disagree that they have high level of strength and stamina when performing tasks at work, 303(30.8%) of the respondents strongly agree, 423(43.0%) agree, 146(14.8%) disagree while 112(11.4%) strongly disagree that they show high level of reliability when performing

tasks, 286(29.1%) of the respondents strongly agree, 545(55.4%) agree, 93(9.5%) disagree while 60(6.1%) strongly disagree that their work efficiency rate is high, 479(48.7%) of the respondents strongly agree, 439(44.6%) agree, 30(3.0%) disagree while 36(3.7%) strongly disagree that they have high level of basic physical readiness for work, 546(55.5%) of the respondents strongly agree, 246(25.0%) agree while 192(19.5%) disagree that they are rarely absent from work.

**Table 4.13: Work Planning**

| S/N | Statement   | SA         | A           | D          | SD        | Mean | Stand Dev |
|-----|---|------------|-------------|------------|-----------|------|-----------|
| 1   | Your work schedules are properly structured   | 538(54.7%) | 251(25.5%)  | 195(19.8%) | -         | 1.71 | 0.85      |
| 2   | Each job task are scheduled in your organization  | 355(36.1%) | 564(57.3%)  | 44(4.5%)   | 21(2.1%)  | 1.73 | 0.65      |
| 3   | Most jobs are done based on first come first serve order  | 575(58.4%) | 227(23.1%)  | 170(17.3%) | 12(1.2%)  | 2.12 | 1.63      |
| 4   | Tasks are performed based on hierarchy of demand  | 232(23.6%) | 634(64.4%)  | 64 (6.5%)  | 54 (5.5%) |      |           |
| 5   | Jobs and tasks are performed based on deadline notification   | 277(28.2%) | 521 (52.9%) | 95 (9.7%)  | 91 (9.2%) |      |           |
| 6   | Your job tasks are adequately planned and spelled out   | 312(31.7%) | 576(58.5%)  | 89(9.0%)   | 7(0.7%)   |      |           |
| 7   | You try as much as possible to meet up with deadlines as a result of the well planned structure at work | 586(59.6%) | 355(36.1%)  | 26(2.6%)   | 17(1.7%)  |      |           |

Source: Field work, 2022

Table 4.13 showed that 538(54.7%) of the respondents strongly agree, 251(25.5%) agree while 195(19.8%) disagree that their work schedules are properly structured, 355(36.1%) of

the respondents strongly agree, 564(57.3%) agree, 44(4.5%) disagree while 21(2.1%) strongly disagree that each job task are scheduled in their organization, 575(58.4%) of the respondents strongly agree, 227(23.1%) agree, 170(17.3%) disagree while 12(1.2%) strongly disagree that most jobs are done based on first come first serve order, 232(23.6%) of the respondents strongly agree, 634(64.4%) agree, 64 (6.5%) disagree while 54 (5.5%) strongly disagree that tasks are performed based on hierarchy of demand, 277(28.2%) of the respondents strongly agree, 521 (52.9%) agree, 95 (9.7%) disagree while 91 (9.2%) strongly disagree that jobs and tasks are performed based on deadline notification, 312(31.7%) of the respondents strongly agree, 576(58.5%) agree, 89(9.0%) disagree while 7(0.7%) strongly disagree that their job tasks are adequately planned and spelled out, 586(59.6%) of the respondents strongly agree, 355(36.1%) agree, 26(2.6%) disagree while 17(1.7%) strongly disagree that they try as much as possible to meet up with deadlines as a result of the well planned structure at work.

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**Table 4.14: Creativity**

| S/N | Statement   | SA         | A          | D          | SD       | Mean | Stand Dev |
|-----|---|------------|------------|------------|----------|------|-----------|
| 1   | You consider yourself to be a creative person                           | 233(23.7%) | 488(49.6%) | 174(17.7%) | 89(9.0%) | 2.21 | 0.99      |
| 2   | You are engaged in creative type of work on a regular basis             | 588(59.8%) | 236(24.0%) | 160(16.3%) | -        | 2.12 | 1.66      |
| 3   | Creative ideas simply occur to you even without thinking about them     | 743(75.5%) | 124(12.6%) | 105(10.7%) | 12(1.2%) | 1.69 | 1.32      |
| 4   | You typically wait for a flash of inspiration before you begin working  | 735(74.7%) | 138(14.0%) | 111(11.3%) | -        | 1.39 | 0.73      |
| 5   | You would describe your style of creativity as erratic or nonsystematic | 331(33.6%) | 461(46.8%) | 190(19.3%) | 2(0.2%)  | 1.86 | 0.73      |
| 6   | You believe in unconscious processes that facilitate your creative work | 118(12.0%) | 806(81.9%) | 40(4.1%)   | 20(2.0%) | 1.96 | 0.49      |
| 7   | You have to be in the right mood or feeling to do creative work         | 694(70.5%) | 144(14.6%) | 138(14.0%) | 8(0.8%)  | 1.72 | 1.37      |

Source: Field work, 2022

Table 4.14 showed that 233(23.7%) of the respondents strongly agree, 488(49.6%) agree, 174(17.7%) disagree while 89(9.0%) strongly disagree that they consider themselves to be a creative person, 588(59.8%) of the respondents strongly agree, 236(24.0%) agree while 160(16.3%) disagree that they are engaged in creative type of work on a regular basis, 743(75.5%) of the respondents strongly agree, 124(12.6%) agree, 105(10.7%) disagree while 12(1.2%) strongly disagree that creative ideas simply occur to them even without thinking about them, 735(74.7%) of the respondents strongly agree, 138(14.0%) agree while

111(11.3%) disagree that they typically wait for a flash of inspiration before you begin working, 331(33.6%) of the respondents strongly agree, 461(46.8%) agree, 190(19.3%) disagree while 2(0.2%) strongly disagree that they would describe their style of creativity as erratic or nonsystematic, 118(12.0%) of the respondents strongly agree, 806(81.9%) agree, 40(4.1%) disagree while 20(2.0%) strongly disagree that they believe in unconscious processes that facilitate their creative work, 694(70.5%) of the respondents strongly agree, 144(14.6%) agree, 138(14.0%) disagree while 8(0.8%) strongly disagree that they have to be in the right mood or feeling to do creative work.

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**Table 4.15: Responsiveness**

| S/N | Statement  | SA          | A          | D          | SD        | Mean | Stand Dev |
|-----|--|-------------|------------|------------|-----------|------|-----------|
| 1   | You should not be expected to tell customers exactly when services will be performed           | 266(27.0%)  | 621(63.1%) | 57(5.8%)   | 40(4.1%)  | 1.87 | 0.69      |
| 2   | It is not realistic for customers to expect prompt service from employees of your organization | 401 (40.8%) | 358(36.4%) | 145(14.7%) | 80(8.1%)  | 2.12 | 1.04      |
| 3   | Your employees do not always have to be willing to help customers                              | 289(29.4%)  | 611(62.1%) | 61(6.2%)   | 23(2.3%)  | 1.82 | 0.64      |
| 4   | It is okay if your employees are too busy to respond to customer requests promptly             | 573 (58.2%) | 388(39.4%) | 23 (2.3%)  | -         | 1.44 | 0.54      |
| 5   | Your employees responds on time to the challenges of customers                                 | 299 (30.4%) | 589(59.9%) | 87(8.8%)   | 9(0.9%)   | 1.80 | 0.62      |
| 6   | Your employees are always prompt in response   | 425(43.2%)  | 424(43.1%) | 114(11.6%) | 21 (2.1%) | 1.94 | 1.22      |
| 7   | All of the queries brought to your organization by customers are attended to by your employees | 376(38.2%)  | 593(60.3%) | 15(1.5%)   | -         | 1.41 | 0.52      |

Source: Field work, 2022

Table 4.15 showed that 266(27.0%) of the respondents strongly agree, 621(63.1%) agree, 57(5.8%) disagree while 40(4.1%) strongly disagree that they should not be expected to tell customers exactly when services will be performed, 401 (40.8%) of the respondents strongly agree, 358(36.4%) agree, 145(14.7%) disagree while 80(8.1%) strongly disagree that it is not realistic for customers to expect prompt service from employees of their organization, 289(29.4%) of the respondents strongly agree, 611(62.1%) agree, 61(6.2%) disagree while 23(2.3%) strongly disagree that their employees do not always have to be willing to help customers, 573 (58.2%) of the respondents strongly agree, 388(39.4%) agree while 23 (2.3%) disagree that it is okay if their employees are too busy to respond to customer requests promptly, 299 (30.4%) of the respondents strongly agree, 589(59.9%) agree, 87(8.8%) disagree while 9(0.9%) strongly disagree that their employees responds on time to the challenges of customers, 425(43.2%) of the respondents strongly agree, 424(43.1%) agree, 114(11.6%) disagree while 21 (2.1%) strongly disagree that their employees are always prompt in response, 376(38.2%) of the respondents strongly agree, 593(60.3%) agree while 15(1.5%) disagree that all of the queries brought to their organization by customers are attended to by their employees.

## 4.2 Test of Hypotheses

### Restatement of Hypothesis One

H<sub>01</sub>: Employee wellbeing will have no significant influence on employee performance of the selected DMBs in South-west Nigeria

The null hypothesis one which states that there is no significant influence of employee wellbeing on employee performance of the selected DMBs in South-west Nigeria was tested using simple linear regression analysis. In the analysis, the values of employee performance were regressed on the values of employee wellbeing. The data for employee wellbeing (independent variable) was generated by summing responses of all the variable items while employee performance (dependent variable) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.16.

**Table 4.16: Summary of Regression Analysis for the effect of Employee Wellbeing on Employee Performance of the selected DMBs in South-west Nigeria**

| Model               |                                    | F(df)           | Anova Sig  |
|---------------------|------------------------------------|-----------------|------------|
| R                   | 0.366                              |                 |            |
| R Square            | 0.134                              | 152.080 (1,982) | 0.000      |
| Adjusted R Square   | 0.133                              |                 |            |
| <b>Coefficients</b> | <b>Unstandardized Coefficients</b> | <b>t</b>        | <b>Sig</b> |
| (Constant)          | 74.620                             | 40.052          | .000       |
| Employee Wellbeing  | 1.742                              | 12.332          | .000       |

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Employee Wellbeing

**Source: Researcher's Field Survey Results (2023)**

From the results in Table 4.16, employee wellbeing has weak positive and statistically significant relationship with the employee wellbeing on employee performance of the

selected DMBs in South-west Nigeria ( $R = 0.366$ ,  $p < 0.05$ ). The coefficient of determination ( $R^2$ ) of 0.134 shows that employee wellbeing predicts 13.4% of the changes in employee performance, while the remaining 86.6% changes in employee performance of the selected DMBs is explained by other external factors other than those examined in this study. From the Table 4.6 the results of ANOVA (overall model significance) of regression test which revealed that employee wellbeing has a significant influence on employee performance of the selected DMBs in South-west Nigeria. This can be explained by the F-value (152.080) and low p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result posited that employee wellbeing in the selected DMBs examined in South-west Nigeria significantly influenced their performance at work.

Furthermore, the results of regression coefficients revealed that a positive and statistically significant relative influence was reported for employee wellbeing. Specifically, the results reveal that at 95% confidence level, employee wellbeing ( $\beta = 1.742$ ,  $p = 0.000$ ,  $t = 12.33$ ) with the DMBs in South-west Nigeria is statistically significant as the p-values were less than 0.05 and the t-values greater than 1.96. This suggest that a unit change in employee wellbeing will lead to a 1.742 increase in the employee wellbeing on employee performance of the selected DMBs in South-west Nigeria, given that all other factors are held constant. Given this result ( $R^2 = 0.134$ ,  $F(1,982) = 152.080$ ,  $p = 0.000$ ), this study rejects the null hypothesis one ( $H_0$ ) which states that employee wellbeing will have no significant influence on employee performance of the selected DMBs in South-west Nigeria.

## Restatement of Hypothesis Two

### **H<sub>0</sub>2: Job Security will have no Significant Influence on Employee Performance of the Selected DMBS in South-west Nigeria**

The null hypothesis two which states that there is no significant influence of job security on employee performance of the selected DMBS in South-west Nigeria was tested using simple linear regression analysis. In the analysis, the values of employee performance were regressed on the values of job security. The data for job security (independent variable) was generated by summing responses of all the variable items while that of employee performance (dependent variable) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.17

**Table 4.17: Summary of Regression Analysis for the Effect of Job Security on Employee Performance of the selected DMBS in South-west Nigeria**

| Model               |                       | F(df)           | Anova Sig  |
|---------------------|-----------------------|-----------------|------------|
| R                   | 0.324                 |                 |            |
| R Square            | 0.105                 | 114.873 (1,982) | 0.000      |
| Adjusted R Square   | 0.104                 |                 |            |
| <b>Coefficients</b> | <b>Unstandardized</b> | <b>t</b>        | <b>sig</b> |
|                     | <b>Coefficients</b>   |                 |            |
| (Constant)          | 84.077                | 66.155          | .000       |
| Job Security        | 1.095                 | 10.718          | .000       |

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Job Security

**Source: Researcher's Field Survey Results (2023)**

From the results in Table 4.17, Job security has weak positive and statistically significant relationship with on employee performance of the selected DMBS in South-west Nigeria ( $R = 0.324$ ,  $p < 0.05$ ). The coefficient of determination ( $R^2$ ) of 0.105 shows that Job security

predicts 10.5% of the changes in employee performance, while the remaining 89.5% changes in employee performance of the selected DMBs is explained by other external factors other than those examined in this study. From the Table 4.17 the results of ANOVA (overall model significance) of regression test which revealed that Job security has a significant influence on employee performance of the selected DMBs in South-west Nigeria. This can be explained by the F-value (114.873) and low p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result posited that Job security in the selected DMBs examined in South-west Nigeria significantly influenced their performance at work.

Furthermore, the results of regression coefficients revealed that a positive and statistically significant relative influence was reported for Job security. Specifically, the results reveal that at 95% confidence level, Job security ( $\beta = 1.095$ ,  $p = 0.000$ ,  $t = 10.718$ ) with the DMBs in South-west Nigeria is statistically significant as the p-values were less than 0.05 and the t-values greater than 1.96. This suggest that a unit change in Job security will lead to a 1.095 increase in the Job security on employee performance of the selected DMBs in South-west Nigeria, given that all other factors are held constant. Given this result ( $R^2 = 0.105$ ,  $F(1,982) = 114.873$ ,  $p = 0.000$ ), this study rejects the null hypothesis two ( $H_02$ ) which states that Job security will have no significant influence on employee performance of the selected DMBs in South-west Nigeria.

### Restatement of Hypothesis Three

#### **H<sub>03</sub>: Job promotion will have no significant influence on employee performance of the selected DMBs in South-west Nigeria**

The null hypothesis three which states that there is no significant influence of Job promotion on employee performance of the selected DMBs in South-west Nigeria was tested using simple linear regression analysis. In the analysis, the values of employee performance were regressed on the values of Job promotion. The data for Job promotion (independent variable) was generated by summing responses of all the variable items while that of employee performance (dependent variable) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.18

**Table 4.18: Summary of Regression Analysis for the Effect of Job Promotion on Employee Performance of the Selected DMBs in South-west Nigeria**

| Model               |                                    | F(df)           | Anova Sig  |
|---------------------|------------------------------------|-----------------|------------|
| R                   | 0.315                              |                 |            |
| R Square            | 0.099                              | 107.879 (1,982) | 0.000      |
| Adjusted R Square   | 0.098                              |                 |            |
| <b>Coefficients</b> | <b>Unstandardized Coefficients</b> | <b>t</b>        | <b>sig</b> |
| (Constant)          | 80.511                             | 48.950          | .000       |
| Job promotion       | 1.605                              | 10.386          | .000       |

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Job promotion

**Source: Researcher's Field Survey Results (2023)**

Table 4.18 result shows that job promotion has weak positive and statistically significant relationship with employee performance of the selected DMBs in South-west Nigeria ( $R = 0.315$ ,  $p < 0.05$ ). The coefficient of determination ( $R^2$ ) of 0.099 shows that Job promotion predicts 9.9% of the changes in employee performance, while the remaining 90.1% changes

in employee performance of the selected DMBs is explained by other external factors other than those examined in this study. From the Table 4.18 the results of ANOVA (overall model significance) of regression test which revealed that Job promotion has a significant influence on employee performance of the selected DMBs in South-west Nigeria. This can be explained by the F-value (107.879) and low p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result posited that Job promotion in the selected DMBs examined in South-west Nigeria significantly influenced their performance at work.

Furthermore, the results of regression coefficients revealed that a positive and statistically significant relative influence was reported for job promotion. Specifically, the results reveal that at 95% confidence level, Job promotion ( $\beta = 1.605$ ,  $p = 0.000$ ,  $t = 10.386$ ) with the DMBs in South-west Nigeria is statistically significant as the p-values were less than 0.05 and the t-values greater than 1.96. This suggest that a unit change in Job promotion will lead to a 1.605 increase in the Job promotion on employee performance of the selected DMBs in South-west Nigeria, given that all other factors are held constant. Given this result ( $R^2 = 0.099$ ,  $F(1,982) = 107.879$ ,  $p = 0.000$ ), this study rejects the null hypothesis three ( $H_03$ ) which states that Job promotion will have no significant influence on employee performance of the selected DMBs in South-west Nigeria

## Restatement of Hypothesis Four

### H<sub>0</sub>4: Training & Development will have no Significant Influence on Employee Performance of the Selected DMBs in South-west Nigeria

The null hypothesis four which states that there is no significant influence of Training & Development on employee performance of the selected DMBs in South-west Nigeria was tested using simple linear regression analysis. In the analysis, the values of employee performance were regressed on the values of Training & Development. The data for Training & Development (independent variable) was generated by summing responses of all the variable items while that of employee performance (dependent variable) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.19

**Table 4.19: Summary of Regression Analysis for the Effect of Training & Development on Employee Performance of the Selected DMBs in South-west Nigeria**

| Model                  |                       | F(df)          | Anova Sig  |
|------------------------|-----------------------|----------------|------------|
| R                      | 0.257                 |                |            |
| R Square               | 0.066                 | 69.424 (1,982) | 0.000      |
| Adjusted R Square      | 0.065                 |                |            |
| <b>Coefficients</b>    | <b>Unstandardized</b> | <b>t</b>       | <b>sig</b> |
|                        | <b>Coefficients</b>   |                |            |
| (Constant)             | 82.268                | 44.954         | .000       |
| Training & Development | 1.308                 | 8.332          | .000       |

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Training & development

Source: Researcher's Field Survey Results (2023)

From the results in Table 4.19, training & development has weak positive and statistically significant relationship with employee performance of the selected DMBs in South-west Nigeria ( $R = 0.257$ ,  $p < 0.05$ ). The coefficient of determination ( $R^2$ ) of 0.065 shows that

training & development explains 6.5% of the changes in employee performance, while the remaining 93.5% changes in employee performance of the selected DMBs is explained by other external factors other than those examined in this study. From the Table 4.19 the results of ANOVA (overall model significance) of regression test which revealed that Training & Development has a significant influence on employee performance of the selected DMBs in South-west Nigeria. This can be explained by the F-value (69.424) and low p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result posited that Training & Development in the selected DMBs examined in South-west Nigeria significantly influenced their performance at work.

Furthermore, the results of regression coefficients revealed that a positive and statistically significant relative influence was reported for Training & Development. Specifically, the results reveal that at 95% confidence level, Training & Development ( $\beta = 1.308$ ,  $p = 0.000$ ,  $t = 8.332$ ) with the DMBs in South-west Nigeria is statistically significant as the p-values were less than 0.05 and the t-values greater than 1.96. This suggests that a unit change in Training & Development will lead to a 1.308 increase in the Training & Development on employee performance of the selected DMBs in South-west Nigeria, given that all other factors are held constant. Given this result ( $R^2 = 0.065$ ,  $F(1,982) = 69.424$ ,  $p = 0.000$ ), this study rejects the null hypothesis four ( $H_04$ ) which states that Training & Development will have no significant influence on employee performance of the selected DMBs in South-west Nigeria.

## Restatement of Hypothesis Five

### **H<sub>05</sub>: Work-life Balance will have no Significant Influence on Employee Performance of the Selected DMBs in South-west Nigeria**

The null hypothesis five which states that there is no significant influence of Work-life balance on employee performance of the selected DMBs in South-west Nigeria was tested using simple linear regression analysis. In the analysis, the values of employee performance were regressed on the values of Work-life balance. The data for Work-life balance (independent variable) was generated by summing responses of all the variable items while that of employee performance (dependent variable) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.20

**Table 4.20: Summary of Regression Analysis for the Effect of Work-life Balance on Employee Performance of the Selected DMBs in South-west Nigeria**

| <b>Model</b>        |                                    | <b>F(df)</b>    | <b>Anova Sig</b> |
|---------------------|------------------------------------|-----------------|------------------|
| R                   | 0.339                              |                 |                  |
| R Square            | 0.115                              | 127.479 (1,982) | 0.000            |
| Adjusted R Square   | 0.114                              |                 |                  |
| <b>Coefficients</b> | <b>Unstandardized Coefficients</b> | <b>t</b>        | <b>sig</b>       |
| (Constant)          | 80.046                             | 51.385          | .000             |
| Work-Life Balance   | .669                               | 11.291          | .000             |

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Work-life balance

**Source: Researcher's Field Survey Results (2023)**

The results in Table 4.20 shows that work-life balance has weak positive and statistically significant relationship with employee performance of the selected DMBs in South-west Nigeria ( $R = 0.339$ ,  $p < 0.05$ ). The coefficient of determination ( $R^2$ ) of 0.115 shows that Work-life balance predicts 11.5% of the changes in employee performance, while the remaining

88.5% changes in employee performance of the selected DMBs is explained by other external factors other than those examined in this study. From the Table 4.20 the results of ANOVA (overall model significance) of regression test which revealed that Work-life balance has a significant influence on employee performance of the selected DMBs in South-west Nigeria. This can be explained by the F-value (127.479) and low p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result posited that Work-life balance in the selected DMBs examined in South-west Nigeria significantly influenced their performance at work.

Furthermore, the results of regression coefficients revealed that a positive and statistically significant relative influence was reported for Work-life balance. Specifically, the results reveal that at 95% confidence level, Work-life balance ( $\beta = .669$ ,  $p = 0.000$ ,  $t = 11.291$ ) with the DMBs in South-west Nigeria is statistically significant as the p-values were less than 0.05 and the t-values greater than 1.96. This suggest that a unit change in Work-life balance will lead to 0.669 increase in the Work-life balance on employee performance of the selected DMBs in South-west Nigeria, given that all other factors are held constant. Given this result ( $R^2 = 0.115$ ,  $F(1,982) = 127.479$ ,  $p = 0.000$ ), this study rejects the null hypothesis five ( $H_05$ ) which states that Work-life balance will have no significant influence on employee performance of the selected DMBs in South-west Nigeria

## Restatement of Hypothesis Six

### **H<sub>06</sub>: Motivational Factors will have no Significant Influence on Employee Performance of the Selected DMBs in South-west Nigeria**

The null hypothesis six which states that there is no significant influence of motivational factors on employee performance of the selected DMBs in South-west Nigeria was tested using simple linear regression analysis. In the analysis, the values of employee performance were regressed on the values of employee wellbeing. The data for employee wellbeing, job promotion, training & development, Work-life Balance and job security (independent variables) was generated by summing responses of all the variable items while employee performance (dependent variable) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.21

**Table 4.21: Summary of Multiple Regression Analysis for the Effect of Motivational Factorson Employee Performance of the Selected DMBs in South-west Nigeria**

| <b>Model</b>           |                                    | <b>F(df)</b>   | <b>Anova Sig</b> |
|------------------------|------------------------------------|----------------|------------------|
| R                      | 0.485                              |                |                  |
| R Square               | 0.235                              | 60.091 (1,978) | 0.000            |
| Adjusted R Square      | 0.231                              |                |                  |
| <b>Coefficients</b>    | <b>Unstandardized Coefficients</b> | <b>t</b>       | <b>sig</b>       |
| (Constant)             | 61.078                             | 27.121         | .000             |
| Employee Wellbeing     | 1.446                              | 9.079          | .000             |
| Job promotion          | .417                               | 2.300          | .022             |
| Training & Development | .047                               | .268           | .789             |
| Work-Life Balance      | .107                               | 1.011          | .312             |
| Job Security           | .807                               | 4.403          | .000             |

a. Dependent Variable: Employee performance

b. **Source: Researcher's Field Survey Results (2023)**

The results in Table 4.21 suggest that motivational factors has weak positive and statistically significant relationship with employee performance of the selected DMBs in South-west Nigeria ( $R = 0.485$ ,  $p < 0.05$ ). The coefficient of determination ( $R^2$ ) of 0.235 shows that Motivational factors predicts 23.5% of the changes in employee performance, while the remaining 76.5% changes in employee performance of the selected DMBs is explained by other external factors other than those examined in this study. The results of ANOVA (overall model significance) of regression test revealed that motivational factors has a significant influence on employee performance of the selected DMBs in South-west Nigeria. This can be explained by the F-value (60.091) and low p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result posited that Motivational factors in the selected DMBs examined in South-west Nigeria significantly influenced their performance at work.

Furthermore, the results of regression coefficients revealed that a positive and statistically significant relative influence was reported for each of the sub-variables used in the measurement of Motivation except for training & development ( $\beta = 0.047$ ,  $p = 0.789$ ,  $t = 0.268$ ) and work-life balance ( $\beta = 0.107$ ,  $p = 0.312$ ,  $t = 1.011$ ). Specifically, the results reveal that at 95% confidence level, Job Promotion ( $\beta = 0.417$ ,  $p = 0.000$ ,  $t = 2.300$ ), Work-Life Balance ( $\beta = 0.107$ ,  $p = 0.312$ ,  $t = 1.011$ ), and Job Security ( $\beta = 0.807$ ,  $p = 0.000$ ,  $t = 4.403$ ) with the DMBs in South-west Nigeria is statistically significant as the p-values were less than 0.05 and the t-values greater than 1.96. This suggest that a unit change in Job Promotion ( $\beta = 0.417$ ,  $p = 0.000$ ,  $t = 2.300$ ), Employee Wellbeing ( $\beta = 1.446$ ,  $p = 0.000$ ,  $t = 9.079$ ), and Job Security ( $\beta = 0.807$ ,  $p = 0.000$ ,  $t = 4.403$ ) used in measuring motivation will lead to increase in the employee performance of the selected DMBs in South-west Nigeria, given that all other factors are held constant. Overall, Employee Wellbeing as the highest relative effect followed by job security and lastly is job promotion. On the strength of this result ( $R^2 = 0.235$ ,  $F(1,978) = 60.091$ ,  $p =$

0.000), this study rejects the null hypothesis six ( $H_{06}$ ) which states that motivational factors will have no significant influence on employee performance of the selected DMBs in Southwest Nigeria.

### **Restatement of Hypothesis Seven**

**H<sub>06</sub>:** Organisational structure has no significant moderating effect on the functional relationship between motivation factors and employee performance of selected DMBs Southwest, Nigeria.

To evaluate the null hypothesis seven, hierarchical regression was applied whereby the analysis was carried out in the order of hierarchy. A composite score was obtained for motivation factors (X) as existing the selected DMBs in Southwest Nigeria, Nigeria and were used in the regression analysis. Also, data for employee performance (Y) was created by adding responses of all items for the variable, while that of organisational structure (Z) was obtained from adding responses of all items for the variable. In addition, an interaction term for motivation factors and organisational structure ( $X_i * Z_i$ ) was obtained by multiplying the composite score for motivation factors, and organisational structure. The hypothesis would be supported if the effect of the interaction of motivation factors and organisational structure ( $X_i * Z_i$ ) on employee performance of selected DMBs Southwest, Nigeria is statistically significant. The results of the analysis step by step are presented in Table 4.22.

**Table 4.22: Summary of Hierarchical Regression Analysis for the Moderating Effect of Organisational Structure on the Relationship between Motivation Factors and Performance of Selected DMBs in South-west, Nigeria**

| Model <sup>1,2,3</sup>                        | Beta   | t      | Sig. | R                 | R <sup>2</sup> | Adj. R <sup>2</sup> | ΔR <sup>2</sup> | ΔF      | Sig. Change | F    |
|---|--------|--------|------|-------------------|----------------|---------------------|-----------------|---------|-------------|------|
| (Constant)                                    | 65.710 | 33.982 | .000 | .466 <sup>a</sup> | .217           | .217                | .217            | 272.795 | .000        |      |
| Motivational Factors                          | 1.259  | 16.516 | .000 |                   |                |                     |                 |         |             |      |
| F & Anova Sig: 272.795 (1,982), p=.000        |        |        |      |                   |                |                     |                 |         |             |      |
| (Constant)                                    | 59.082 | 30.104 | .000 | .537 <sup>b</sup> | .288           | .287                | .071            | 97.930  | .000        |      |
| Motivational Factors                          | .670   | 7.125  | .000 |                   |                |                     |                 |         |             |      |
| Organizational Structure                      | .967   | 9.896  | .000 |                   |                |                     |                 |         |             |      |
| F & Anova Sig: 198.826 (2,981), p=.000        |        |        |      |                   |                |                     |                 |         |             |      |
| (Constant)                                    | 54.842 | 4.549  | .000 | .537 <sup>c</sup> | .289           | .286                | .000            | .127    |             | .722 |
| Motivational Factors                          | .833   | 1.779  | .076 |                   |                |                     |                 |         |             |      |
| Organizational Structure                      | 1.166  | 2.056  | .040 |                   |                |                     |                 |         |             |      |
| Motivational Factors*Organizational Structure | -.008  | -.356  | .722 |                   |                |                     |                 |         |             |      |

- a. Predictors: (Constant), Motivational Factors
  - b. Predictors: (Constant), Motivational Factors, Organizational Structure
  - c. Predictors: (Constant), Motivational Factors, Organizational Structure, Motivational Factors\*Organizational Structure
  - d. Dependent Variable: Employee Performance
- Source: Researcher's Field Survey Results (2023)**

Tables 4.22 present hierarchical multiple regression results for the moderating effect of organisational structure on the interactions between motivation factors and employee performance. Results in Table 4.22 model one, summarize the output for the analysis if

moderation effect is not considered. Therefore, in this model, the independent variable was entry-mode strategy and motivation factors. From Table 4.22, Model 1 reveals that  $R = 0.466^a$ ,  $R^2 = 0.217$ , and  $F(1,982) = 272.795$ ,  $p = 0.000$ . The value of coefficient of determination,  $R^2$  indicates that 46.6% of the variance in the employee performance of selected DMBs in Southwest Nigeria was explained by motivation factors. The remaining 53.4% of the total variation in employee performance are explained by factors not included in the model. The explained variation in the interaction between motivation factors and employee performance was found to be significant at p-value of 0.000 which is below the accepted threshold of 0.05. The regression coefficients section in Table 4.22 shows that the coefficient and constants were both positive and statistically significant, given the p-value of 0.000.

In the second step, a multiple regression involving motivation factors and organisational structure was introduced in the model as predictor variables and the results indicates that a change was experienced as  $R^2$  change is 0.071 implying that the regression model explains 28.8 of variations in employee performance while the rest (71.2%) are attributed to variables not included in the model. The F-statistics is 198.826 with a corresponding p-value of 0.000 ( $p < 0.05$ ) indicating that the effect is statistically significant. The beta coefficient for motivational factors is .670; t-statistic of 7.125 and a corresponding p-value of 0.000. This implies that motivational factors has positive but statistically significant influence on employee performance of the selected DMBs in Southwest Nigeria. The result posits that a unit change in motivational factors would result in 0.670 significant increase in employee performance and organisational structure. Similarly, the beta coefficient for organisational structure is 0.967; t-statistic of 9.896 and a corresponding p-value of 0.000. This implies that organisational structure has positive but statistically significant influence on employee

performance of the selected DMBs in Southwest Nigeria. The result posits that a unit change in organisational structure would result in 0.967 significant change in employee performance and organisational structure. This result position that motivation factors and organisational structure have combined effect on employee performance of the selected DMBs in Southwest Nigeria.

The third step involved the introduction of interaction term of motivation factors and organisational structure, using regression model. Result in Table 4.26c indicates that the R square change is 0.000, and F-change of 0.127 with a corresponding p-value of 0.722, implying that the interaction term of motivation factors and organisational structure have a positive but insignificant influence on employee performance of selected DMBs in Southwest Nigeria ( $p > 0.05$ ). Furthermore, the interaction term of motivation factors and organisational structure has a beta coefficient of  $-0.008$  and a corresponding p-value of 0.722. Hence, this imply that organisational structure does not moderates the functional relationship between motivation factors and employee performance of selected DMBs in Southwest Nigeria. Based on this result, this study fails to reject the null hypothesis six ( $H_{06}$ ) which states that organisational structure has no significant moderating effect on the association between motivation factors and employee performance of selected DMBs in Southwest Nigeria.

#### **4.3 Discussion of Findings**

The present study examines Motivational Variables (Employee Well being, Job Security, Job Promotion, Training & Development and Work Life Balance), Organisational Structure and Employee Job Performance in Money Deposit Bank in South West Nigeria.

The result of the first hypothesis showed a positive relationship between employee well being and Employee Performance ( $r = .366$ ,  $p < .05$ ) which implies that an effective employee well being strategy will enhance employee performance. This finding supports the study

conducted to examine the effect of employee well-being on performance in organization with reference to the manufacturing sector<sup>3</sup>. The study showed that the effectiveness of employee well-being within the organization and how important well-being is to motivate employee performance within the organization.

The result of hypothesis two showed a positive relationship between Job security and Employee Performance ( $r = .324, p < .05$ ) which implies that a good job security plan will enhance employee performance. This finding agrees with a study on Employee Job Security and Performance Relationship was examined in Developing Economy through Employee Engagement<sup>4</sup>. The study point out that employee job security has influence on the employee performance and employee engagement.

The result of the third hypothesis revealed a positive relationship between Job promotion and Employee Performance ( $r = .315, p < .05$ ) which indicated that an effective job promotion plan will enhance employee performance. This finding is in line with a study on the influence of job promotions on employee performance in the Makassar City Regional Secretariat<sup>5</sup>. The result showed that promotion is a positive and significant effect on employee performance in the Makassar City Regional Secretariat. It also supports a study which investigated the effects of job promotion practices on employee performance in Kenya Forestry Research Institute in Muguga, Kenya<sup>6</sup>. The study found that job promotion practices have significant effect on employee performance in Kenya Forestry Research Institute.

The result of hypothesis four revealed a positive relationship between Training & Development and Employee Performance ( $r = .257, p < .05$ ) which implies that an effective Training & Development will improve employee performance. This finding supports the study on the impact of training and development on employee performance which was carried out in Radisson Blu Anchorage hotel, Nigeria<sup>7</sup>. The result indicated that the various

training undergone in Radisson Blu Anchorage Hotel has impact on employee performance. The finding also agrees with a study on the impact of Training & Development on employees' performance in banks was examined in Pakistan<sup>8</sup>. The result showed that T & D had a positive impact on their Job knowledge, work quality & quantity, functional skills, and their motivation & loyalty and these are all linked to their performance.

The result of hypothesis five showed that showed a positive relationship between Work Life Balance and Employee Performance ( $r = .315, p < .05$ ) which implies that an effective Work Life Balance will improve employee performance. This finding agrees with a study based on the review theoretical literature on work-life balance as its impact on employee performance was conducted<sup>9</sup>. The result revealed that labour stability, employer -employee relationship, work atmosphere and job protection have a positive impact on improved production quality, increased efficiency, employee turnover rate, retention of employees. Also, this finding supports a study on the evaluation of the impact of work-life balance on employee performance was conducted in a Shipping Company in Sri Lanka<sup>10</sup>. It was revealed that there is a strong positive relationship between work-life balance and employee performance.

The result of hypothesis six revealed that motivational variables ( Employee wellbeing, Job security, Job promotion, Training & Development and Work Life Balance) jointly significantly influenced Employee Performance jointly accounted for about 23.5% of the variance observable in Employee Job Performance. In addition, the independent contribution of Employee Wellbeing, Job Promotion and Training & Development were positively significant ( $\beta = .304; t = 9.079; p < .000$ ), ( $\beta = .239; t = 4.403; p < .000$ ) and ( $\beta = .109; t = .268; p < .000$ ) while the independent contribution of Job Security and Work Life Balance were not statistically significant. Therefore, the significant impact of motivational variables on Employee Job Performance in Deposit Money Banks in South-West Nigeria was accepted at .05 level of significance. This finding agrees with the study on effect of motivation on

employee performance which was carried out in Hormuud Company in Mogadishu Somalia<sup>13</sup>. The results and findings indicated that monetary rewards, job enrichment have significant and positive effects on employee performance. A study was carried out on the effect of external motivational factors on employees<sup>14</sup>. The result demonstrated that performance of employees is extremely motivated by hygiene factors which created an affirmative link amongst extrinsic factors and employee performance along with good future impact on performance of industries.

The result of hypothesis seven showed that Organizational structure has a significant moderating effect on the functional relationship between motivational variables and employee performance. This finding is in line with a study on the influence of organizational structure and position analysis on work motivation and its impact on the performance of the Office of Cooperatives for Small and Medium Enterprises, Industry and Trade was conducted in Mentawai Islands Regency<sup>11</sup>. The result showed that organisational structure has a significant effect on performance. Also, the finding agrees with a study carried out to investigate the effects of organisational structure on employee resilience in manufacturing companies in Nigeria<sup>12</sup>. It was found that organisational structure has positive significant effect on employee resilience.

## Endnotes

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## Chapter Five

### Conclusion

#### 5.1 Summary of the Findings

This study is on motivational factors, organizational structure and employees performance in money deposit bank in South West Nigeria using Guaranty Trust Bank, Access Bank, Union Bank, Sterling Bank, WEMA and First Bank as case study. A total number of 984 employees were selected using stratified and random sampling techniques.

The result of the findings shows that many of the respondents are female within the age group of 26-35 years and most of them had First degree (BSC/HND). Also, many of the respondents are Junior level staff. The results are summarized as follows:

- The result of hypothesis one showed a positive significant relationship between employee well being and Employee Performance
- The result of hypothesis two showed a positive relationship between Job security and Employee Performance
- The result of the third hypothesis revealed a positive relationship between Job promotion and Employee Performance
- The result of hypothesis four revealed a positive relationship between Training & Development and Employee Performance
- The result of hypothesis five showed that showed a positive relationship between Work Life Balance and Employee Performance
- The result of hypothesis six revealed that motivational variables ( Employee wellbeing, Job security, Job promotion, Training & Development and Work Life Balance) jointly significantly influenced Employee Performance jointly accounted for about 23.5% of the variance observable in Employee Job Performance

- The independent contribution of Employee Wellbeing, Job Promotion and Training & Development were positively significant while the independent contribution of Job Security and Work Life Balance were not statistically significant.
- The result of hypothesis seven showed that Organizational structure has a significant moderating effect on the functional relationship between motivational variables and employee performance.

## 5.2 Conclusion

This findings shows that motivational variables jointly significantly influenced employee performance in Deposit Monetary Banks in South West Nigeria. Also, organizational structure has a moderating effect on the functional relationship between motivational variables and employee performance. This study showed that optimal employee performance could be attained when an individual is motivated to ensure effort by his or her personal determination. Proper motivation of employees with promotions inclusive will motivate employees within the monetary deposit banks, increase hard work and increase teamwork. In addition, an effective work life balance scheme will enable employees to manage their families with their jobs effectively. Employees must be promoted based on their records, discipline, hard work, and experience and education level. Promotions must not be based on tribalism, corruptions or sentiments as this demoralizes those who are not promoted.

Motivation and compensation are fringe benefits to employees and are important factors for an organization to continuously improve their productivity and it should provide capacity building and development to the employees. Career stagnation (no promotion) will lead to laziness and discontent, moreover, the compensation received by employee does not fit this poses a risk to the dissatisfaction of employees that will lead to decreased work productivity. On the other hand, promotion and compensation awarded is also a magnet for capable and qualified employees in the organization, encouraging employees to stay motivated, qualified

to remain faithful, ensure fairness, control costs, follow the rule of law, improving the efficiency and effectiveness as well as maintaining and / or improve employee productivity.

### 5.3 Recommendations

The following recommendations are made for this study:

- i. Banks and financial institutions should always put in place motivational factors that will encourage employees to put in their best.
- ii. Also, they must organize training and retraining programs in order to develop their employees.
- iii. It is also suggested that an employee should be moved to different departments in the bank in order to acquire an all-round experience and skills within the organization.
- iv. Organizations should pay attention to rewarding and recognizing hard work.
- v. It is also recommended that organizations should re-evaluate the current program and also get feedback plus buy-in from the employees on how to make it fair and equitable for all. Additionally, the study recommends that the organization implement non-monetary rewards as a cost-effective way of boosting morale of the workforce.
- vi. It is recommended that organizations should put more effort into its primary relationship with its employees as this goes a long way in influencing the personal and emotional involvement of the employees which indisputably will influence performance
- vii. It is also recommended that the organizational structure should be in such a way that the channels through which communications flow is open to feedback.

#### **5.4 Contribution to Knowledge**

The results of this study indicate that motivation and other related variables positively significantly impact employee performance, thereby contributing to the existing knowledge on in the field of motivation and employee performance. This research could strengthen some previous studies as described previously, so theoretically these findings add to or reinforce theoretical variables that contribute to employee performance through motivation.

#### **5.5 Suggestions for Further Studies**

For future studies it is suggested that the same research study can be conducted on other sectors such as educational sector, banking sector, manufacturing or industrial sector etc. Considering the fact that this study was based on monetary deposit banks, the results therefore were limited with regard to generalizations, and therefore are not a complete representation of the entire organization and other companies in the finance industry.

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Do Not Copy, Lead City University, Nigeria

## Questionnaire

### Department of Management & Accounting, Lead City University, Ibadan Questionnaire on Motivational Variables, Organisational Structure and Employee Job Performance in Money Deposit Bank in South West Nigeria

Dear Respondents,

The research is a PhD research of the above named institution carrying out a research topic on the “**Motivational Variables, Organisational Structure and Employee Job Performance in Money Deposit Bank in South West Nigeria**”. The study is designed purely for academic purpose. Every information will be kept confidential

Thanks.

#### Section I (Measure of Demographic Variables)

##### Personal Data

**Instruction:** Please, tick the option which is applicable to you

1. Gender (a) Male ( ) (b) Female ( )
2. Age (a) Less than 25 years ( ) (b) 26-35 years ( ) (c) 36-45 years ( ) (d) 46-55 years ( )  
(e) Above 55 years ( )
3. Educational Qualification (a) NCE/OND ( ) (b) BSC/HND ( ) (c) Post graduate ( )
4. Level (a) Junior ( ) (b) Middle ( ) (c) Senior ( ) (d) Managerial ( )
5. Years of Experience (a) 1-5 years ( ) (b) 6-10 years ( ) (c) 11-15 years ( ) (d) More  
than 15 years ( )

## SectionII: Motivational Factors

Please indicate the extent to which you agree with the following statements by

using a scale of 1 to 4 where 1 = strongly disagree and 4 = strongly agree

Please tick (✓) which best describes your opinion of the statement.

| Job Security   | Strongly Disagree | Disagree | Agree | Strongly Agree |
|--|-------------------|----------|-------|----------------|
| 1. I feel insecure about the future of my job.   | 4                 | 3        | 2     | 1              |
| 2. I think I might lose my job in the near future.   | 4                 | 3        | 2     | 1              |
| 3. I am sure I can keep my job.  | 4                 | 3        | 2     | 1              |
| 4. Chances are, I may soon lose my job   | 4                 | 3        | 2     | 1              |
| 5. There is no job security in the banking sector.   | 4                 | 3        | 2     | 1              |
| 6. People often lose their jobs in the banking sector  | 4                 | 3        | 2     | 1              |
| 7. Keeping one's job in the banking sector involves a lot of risks.  | 4                 | 3        | 2     | 1              |
| Please indicate the extent to which you agree with the following statements by using a scale of 1 to 4 where 1 = strongly disagree and 4 = strongly agree  |                   |          |       |                |
| <b>Employee Well-being</b>   |                   |          |       |                |
| 1. Your organization cares about your general satisfaction at work   | 4                 | 3        | 2     | 1              |
| 2. Your organization is willing to extend resources in order to help you perform your job to the best of your ability.   | 4                 | 3        | 2     | 1              |
| 3. Your organization is committed to employee health and well-being.   | 4                 | 3        | 2     | 1              |
| 4. Your organization encourages you and provides opportunities to engage in healthy behaviors, such as being physically active, eating a healthy diet, living tobacco free, and managing stress. | 4                 | 3        | 2     | 1              |
| 5. You trust the management at your organization.  | 4                 | 3        | 2     | 1              |
| 6. There is provision of health insurance benefits for employees   | 4                 | 3        | 2     | 1              |
| 7. Well being and welfare of employees is of paramount importance to your organization   | 4                 | 3        | 2     | 1              |

| <b>Promotion</b>  | <b>Strongly Disagree</b> | <b>Disagree</b> | <b>Agree</b> | <b>Strongly Agree</b> |
|---|--------------------------|-----------------|--------------|-----------------------|
| 1. Your organization has policy that favours the designed promotion programmes.           | 4                        | 3               | 2            | 1                     |
| 2. Your organization promotes employees often.  | 4                        | 3               | 2            | 1                     |
| 3. Promotions come with increment in salary   | 4                        | 3               | 2            | 1                     |
| 4. Your organization allocate the budget for the requirements of the employees' promotion | 4                        | 3               | 2            | 1                     |
| 5. Employees are motivated to put in their best when they are promoted                    | 4                        | 3               | 2            | 1                     |
| 6. Your organization often delay the promotion of employees                               | 4                        | 3               | 2            | 1                     |
| 7. Employees are highly motivated to be promoted  | 4                        | 3               | 2            | 1                     |
| <b>Training and Development</b>   |                          |                 |              |                       |
| 1. Training and development increases employee interpersonal relations with customers     |                          |                 |              |                       |
| 2. Training and enhances employee ability to Process transactions                         |                          |                 |              |                       |
| 3. Training and development increases employee accuracy and speed in performing a task    |                          |                 |              |                       |
| 4. Training and development improve skills of workers                                     |                          |                 |              |                       |
| 5. Training and development positively affect employees' performance                      |                          |                 |              |                       |
| 6. Your organization organizes training for her employees regularly                       |                          |                 |              |                       |
| 7. The employees working in your organization are well trained professionals              |                          |                 |              |                       |

**Section III: (Work Life Balance): This section contains information on Work Life Balance**

Please indicate the extent to which you agree with the following statements by using a scale of 1 to 4 where 1= strongly disagree and 4= strongly agree. Please tick (✓) which best describes your opinion of the statement.

| No. | Work Family Conflict   | SD | D | A | SA |
|-----|--|----|---|---|----|
| 1   | I have come home from work too tired to do the chores which need to be done.                                       | 4  | 3 | 2 | 1  |
| 2   | It has been difficult for me to fulfil my family responsibilities because of the amount of time I spent on my job. | 4  | 3 | 2 | 1  |
| 3   | I have arrived at work too tired to function well because of the household work I had done.                        | 4  | 3 | 2 | 1  |
| 4   | I have found it difficult to concentrate at work because of my family responsibilities.                            | 4  | 3 | 2 | 1  |
| 5   | Due to work stress, I hardly have time for my family   | 4  | 3 | 2 | 1  |
| 6   | I often come back home late from work and do not have time for my children/dependants                              | 4  | 3 | 2 | 1  |
| 7   | I have been able to manage my family responsibilities well with my job   | 4  | 3 | 2 | 1  |

**Family Work Conflicts**

| SN |   | SD | D | A | SA |
|----|---|----|---|---|----|
| 1  | The demands of my family or spouse/partner interfere either with work related activities                                    |    |   |   |    |
| 2  | Things I want to do at work don't get done because of the demands of family or spouse /partner                              |    |   |   |    |
| 3  | My home interferes with my responsibilities at work such as, getting to work on time, accomplishing daily and work overtime |    |   |   |    |
| 4  | Family related strain interferes with my ability to perform   |    |   |   |    |

|    |  |  |  |  |  |
|----|--|--|--|--|--|
|    | mjob related duties  |  |  |  |  |
| 5  | Ihavetoputoffdoingthingsatworkbecauseofbecauseo<br>ntimeat home            |  |  |  |  |
| 6. | My family responsibilities often clash with my<br>responsibilities at work |  |  |  |  |
| 7. | At times due to my family responsibilities, I get<br>late to work          |  |  |  |  |

#### Section IV: (Organizational Structure)

Please indicate the extent to which you agree with the following statements by using a scale of 1 to 4 where 1 = strongly agree and 4= strongly disagree. Please tick (√) which best describes your opinion of the statement.

|   | Statement   | SD | D | A | SA |
|---|---|----|---|---|----|
| 1 | Certain decision are not always taken at higher level but operational level due to decentralization as a result of few layers                   |    |   |   |    |
| 2 | Engaging lower employees in the decision making facilitate employee empowerment and sense of belongingness.                                     |    |   |   |    |
| 3 | Reducing layers and empowering low level employees facilitate employee's devotion to the vision and objective of our organization by employees. |    |   |   |    |
| 4 | Fewer layers enhances better communication within the organization  |    |   |   |    |
| 5 | My company do not apply too much rules and regulations to its employees   |    |   |   |    |
| 6 | Reducing rules and regulations do encourage creative.   |    |   |   |    |
| 7 | Less formalization facilitate communication within my company   |    |   |   |    |
| 8 | Less formalization encourages creativity and learning in my company   |    |   |   |    |

|    |   |  |  |  |  |
|----|---|--|--|--|--|
| 9  | Less formalization in my company facilitates employee empowerment and sense of belongingness.   |  |  |  |  |
| 10 | My organization has blurred internal boundaries that allow easy relationship with various units and department of the organization  |  |  |  |  |
| 11 | Blurred boundaries enables effective cooperation and coordination between different role-players in my organization, coordination and cooperation enhances performance of my organization |  |  |  |  |
| 12 | The open boundaries in my company enables free communication with customers, suppliers and other companies  |  |  |  |  |

### Section V (Employee Performance)

Please indicate the extent to which you agree with the following statements by using a scale of 1 to 4 where 1 = strongly agree and 4 = strongly disagree. Please tick (✓) which best describes your opinion of the statement.

|    | Statement   | SA | A | D | SD |
|----|---|----|---|---|----|
|    | <b>Work Efficiency</b>  |    |   |   |    |
| 1. | The level of efficient performance decreases during the day               |    |   |   |    |
| 2  | You have a liking for high intensity training                             |    |   |   |    |
| 3  | You have high level of strength and stamina when performing tasks at work |    |   |   |    |
| 4  | You show high level of reliability when performing tasks                  |    |   |   |    |
| 5  | Your work efficiency rate is high   |    |   |   |    |
| 6  | You have high level of basic physical readiness for work                  |    |   |   |    |

|   |   |  |  |  |  |
|---|---|--|--|--|--|
| 7 | You are rarely absent from work   |  |  |  |  |
|   | <b>Work Planning</b>  |  |  |  |  |
| 1 | Your work schedules are properly structured   |  |  |  |  |
| 2 | Each job task are scheduled in your organization  |  |  |  |  |
| 3 | Most jobs are done based on first come first serve order  |  |  |  |  |
| 4 | Tasks are performed based on hierarchy of demand  |  |  |  |  |
| 5 | Jobs and tasks are performed based on deadline notification   |  |  |  |  |
| 6 | Your job tasks are adequately planned and spelled out   |  |  |  |  |
| 7 | You try as much as possible to meet up with deadlines as a result of the well planned structure at work |  |  |  |  |
|   | <b>Creativity</b>   |  |  |  |  |
| 1 | I consider myself to be a creative person   |  |  |  |  |
| 2 | I am engaged in creative type of work on a regular basis  |  |  |  |  |
| 3 | Creative ideas simply occur to me even without thinking about them                                      |  |  |  |  |
| 4 | I typically wait for a flash of inspiration before I begin working                                      |  |  |  |  |
| 5 | I would describe my style of creativity as erratic or nonsystematic                                     |  |  |  |  |

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| 6 | I believe in unconscious processes that facilitate my creative work                            |  |  |  |  |
| 7 | I have to be in the right mood or feeling to do creative work                                  |  |  |  |  |
|   | <b>Responsiveness</b>  |  |  |  |  |
| 1 | You should not be expected to tell customers exactly when services will be performed           |  |  |  |  |
| 2 | It is not realistic for customers to expect prompt service from employees of your organization |  |  |  |  |
| 3 | Your employees do not always have to be willing to help customers                              |  |  |  |  |
| 4 | It is okay if your employees are too busy to respond to customer requests promptly             |  |  |  |  |
| 5 | Your employees responds on time to the challenges of customers                                 |  |  |  |  |
| 6 | Your employees are always prompt in response   |  |  |  |  |
| 7 | All of the queries brought to our organization by customers are attended to by our employees   |  |  |  |  |

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## Bio-data

### A. Personal Data

**Name:** Olateju, Idowu Adegboyega

**Home Address:** Plot 10, Wale Adeoye Layout, Oluyole Estate Extension,  
Ibadan, Oyo State.

**Postal Address:** P. O. Box 7623, Secretariat, Agodi, Ibadan.

**Email:** eolateju@gmail.com / eolat@hotmail.com/  
Olateju.idowu@lcu.edu.ng

**Mobile Phone:** +234-8062399461, +234-8023880440

**Sex:** Male

**Date and Place of Birth:** 23<sup>rd</sup>October, 1978/Lagos, Nigeria.

**Nationality:** Nigerian

**Marital Status:** Single

**Name and Address of Next of Kin:** Mrs T.A. Olateju/ Plot 10, Wale Adeoye Layout,  
Oluyole Estate Extension, Ibadan

### B. Educational Background

#### 1. Educational Institutions Attended with Dates

- i. United Missionary College, Molete, Ibadan, Oyo State, Nigeria 1985 – 1991
- ii. Government College Ibadan, Oyo State, Nigeria 1991 – 1996
- iii. Lagos State University, Ojoo, Lagos, Nigeria 1998 – 2004
- iv. Lead City University, Ibadan 2009 – 2010
- v. Lead City University, Ibadan 2015 – 2016

#### 2. Academic Qualifications Obtained (with Dates)

- i. Primary School Leaving Certificate 1991
- ii. Senior Secondary School Certificate 1996

- iii. Bachelor of Science (B.Sc) Chemistry 2004
- iv. Post Graduate Diploma (PGD) 2010
- v. Master in Business Administration 2016

**C. Work Experience with Dates**

- i. Lead City University, Nigeria 2019 – till date  
Position Held: Assistant Lecturer
- ii. Lead City University, Nigeria 2018 – 2019  
Position Held: Adjunct Lecturer
- iii. SAE Global Services {Greatnews Magazine} 2009 – 2018  
Position Held: Managing Director/Editor
- iv. Sally Nigeria Enterprises 2006 – 2009  
Position Held: Administrative Manager
- v. Central Department of Statistics (Ogun State) 2012  
Position Held: Supervisor
- vi. National Population Commission 2006  
Position Held: Supervisor
- vii. NYSC at the Apostolic Church High School, Ikot Akpan Ibesit, Akwa Ibom State  
Position Held: Teacher 2005
- viii. Consolidated Breweries Plc. 2002  
Position Held: Quality Control Analyst

**D. Award and Fellowships if any: Nil**

**E. Membership of Academic Professional Bodies**

- Associate Certified Institute of Shipping(ACIS)
- Fellow Institute of Professional Managers and Administrators, Nigeria (FIPMA)
- Fellow African Institute of Strategic Managers(FAISM).

## **F. Conferences and Workshops Attended with Dates**

- Building Effective Public Speaking
- Developing Excellent Customer Service
- Managing Scarce Resources in Business
- Building Responsible Leaders For The Academia By Liprorich Consult 2019
- Academy and Industry Edge Workshop with focus on “ Widening the Skill Gap and The Future of Work-April 2022
- Training in Research Methods and Academic Writing 2022
- Workshop on “Work-Ethics and Attitudinal Change to Achieve Academic
- Excellence, Global Visibility and Transformation of Lead City, University 2022

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**Signature**

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**Date**

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### **The University Compliance Certification**

This is to certify that this Thesis was written by **Idowu Adegboyega OLATEJU** with Matric No. **LCU/PG/000822** in the Department of Management and Accounting, Faculty of Management and Social Sciences, Lead City University, Ibadan in full compliance with approved University format.

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**Signature**

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**Date**

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