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**EXAMINING THE EFFECTS OF BASIC MOTIVATIONAL FACTORS ON PROJECT
PRODUCTIVITY IN THE BANKING SECTOR**

BY

PRISCILLA SEYRAM TACHIE

(BA Management Studies)

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degree of**

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DECLARATION

I hereby declare that this submission is my own work towards the Master of Science in Project Management and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

Tachie Priscilla Seyram

(PG 5328018)

Signature

Date

Certified by:

Prof. Frank Fugar

(Supervisor)

Signature

Date

Certified by

Dr. Adjei-Kumi

Head of Department

Signature

Date

ABSTRACT

Human capital is considered essential in any organization. For any business to succeed or fail, it is to a large extent dependent on its human factors. They are the source of success, productivity and high performance in the organization. How employers regard employees, how they treat them, how they make them feel about themselves in the workplace remotely or directly affects the output and ultimately productivity which further goes a long way to affect the development of the organization. Dissatisfied employees will no doubt produce less and hence decrease performance. The aim of the study is to provide strategies to improve productivity in the banking sector through the use of appropriate motivational factors. The study adopted the mixed approach of research design and the case method approach to derive answers to questions that were formulated. A non-probability design with a purposive sampling technique was adopted to select the opinions of 100 employees of Zenith Bank Ghana limited. Analysis of the data that was subsequently gathered was conducted using the SPSS 16 software and the Microsoft excel 2010 applications. The study disclosed that there is indeed a correlation between motivation and project productivity and even though employees are most often than motivated by monetary benefits, good working conditions, career development, and recognition have slowly become the factors that employees seek to receive from their employers to boost their productivity. The study therefore concluded more efforts be put in place to encourage employees to produce more. The researcher recommends that management of Zenith bank Ghana limited take a keen interest in providing these motivational factors in a bid to drive performance and keep it abreast of its competitors.

Table of Contents

DECLARATION	ii
ABSTRACT	iii
Table of Contents	iv
List of Tables	vi
List of Figures	vi
ACKNOWLEDGEMENTS	vii
DEDICATION	viii
CHAPTER ONE	1
1. INTRODUCTION	1
1.1 Background to Study	1
1.2 Problem statement	3
1.3 Aim & Objectives of the Study	3
1.4 Research Questions	4
1.5 Significance of the Study	4
1.6 The Scope of the Study	5
1.7 Organization of the Study	6
CHAPTER TWO	7
2. LITERATURE REVIEW	7
2.1 Introduction	7
2.2 What is a project?	7
2.3 Productivity	8
2.4 Definition of Motivation	8
2.4.1 Features of Motivation	9
2.4.2 Sources of Motivation	10
2.5 Types of Motivation	11
2.5.1 Intrinsic Motivation	11
2.5.2 Extrinsic Motivation	12
2.6 Motivation Theories	14
2.6.1 The Maslow's Theory of Hierarchy of Needs	15
2.6.1.a Physiological Needs	15
2.6.1.b Safety Needs	16

2.6.1.c Social Needs	16
2.6.1.d Esteem Needs	17
2.6.1.e Self-Actualization Needs	17
2.6.2 Hersberg’s Two-Factor Theory	19
2.6.3 Alderfer’s Hierarchy of Motivational Needs (ERG THEORY)	20
2.6.4 Frederick Winslow Taylor	21
2.7 Factors That Affect Project Productivity	22
CHAPTER THREE	24
3. METHODOLOGY	24
3.1 Introduction	24
3.2 Research Design	24
3.3 Study Population	26
3.4 Sampling Technique	26
3.5 Research Instrument	27
3.6 Data Collection	27
3.7 Data Analysis	28
CHAPTER FOUR	29
4. DATA ANALYSIS AND DISCUSSION	29
4.1 Introduction	29
4.2 Bio Data	29
4.3 Basic Motivational Factors in Zenith Bank Ghana Limited	33
4.4 Relationship That Exists Between Motivation and Project Productivity	34
CHAPTER FIVE	40
5. SUMMARY, CONCLUSION AND RECOMMENDTIONS	40
5.1 Introduction	40
5.2 Summary of Key Findings	40
5.3 Conclusions	43
5.4 Recommendations	44
REFERENCES	45
APPENDIX	50

List of Tables

Table 1: Researcher's Own Construct of Hersberg's Two-Factor Theory	20
Table 2: Age Group by Gender of Respondents	29
Table 3: Relationship between Educational Level & Job Grade	31
Table 4: Relationship between Duration of Employment & Job Grade	32
Table 5: GOOD WORKING ENVIRONMENT	35
Table 6: CAREER ADVANCEMENT/ON THE JOB TRAINING	36
Table 7: COMPETENT SUPERVISION	37
Table 8: AWARDS	38
Table 9: RECOGNITION	39

List of Figures

Figure 1: Maslow's Hierarchy of Self Actualisation Needs	18
Figure 2: Educational Level (Source: Field Data, 2019)	30
Figure 3: Response on Basic Awareness of Basic Motivational Factors (Source: Field Data, 2019)	33
Figure 4: Relationship between Motivation & Project Productivity (Source: Field Data, 2019)	34

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DEDICATION

This thesis is dedicated to my mom and my two elder siblings and to my late dad.

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CHAPTER ONE

1. INTRODUCTION

1.1 Background to Study

The concept of motivation has to do with the “how positive behaviour is influenced, driven and awoken by certain psychological processes” (Ilgen and Klein, 1988). The psychological processes; be it conscious and/or unconscious that inspire individuals to give off their best in a productive venture ensure some motivation. Factors that lead to a satisfactory performance in a working environment are primarily motivational in nature. According to Kakkos, et al.(2010) motivation ensures a sense of self-worth and influences to a large extent how effective an individual can produce.

Workplace motivation impacts directly on employee performance. Increased productivity is realised when workers give their best in the production process as a result of them being highly motivated. On the other hand, unmotivated employees most often than not give little or no effort in their line of duty and as a result produces at low levels (Ganta, 2014). Employer awareness of employee individual differences is key in ensuring that the right motivational measures are applied to each employee to elicit the right responses for higher levels of productivity. All producing or service providing organizations, need to realise the need to motivate their employees.

According to Johnson and Hall (1995), work; for several reasons; is an essential part of human livelihood and interaction. Steers and Porters (1974) confirmed that employees get rewarded for their` efforts; either in an intrinsic way or extrinsic way. If organizations are able

to keep their employees motivated, it could determine the success of a project success (Bergmann and Scarpello, 2001).

Needless to say it is imperative that an organization identifies and effectively applies what exactly motivates her employees. Organizations, necessarily, need to be conscious about employee performance and analyse the direct or indirect relative factors that lead to high performance. Organisations and employers expect their employees to give off their very best and work hard so as to push the organisation higher. However this can be hard to achieve when employees are hardly or inadequately motivated. Different sets of factors and incentives motivate different employees in different ways. Not all humans are the same. Appreciation or a pat on the back could highly motivate one individual. Another individual would expect some amount of material or monetary value to get motivated. Whether monetary or non-monetary, whatever, the form of employee motivation is, the key to promoting a good motivation as an employer, is understanding and incentives (McCoy, 2012). Arguably, employee motivation is the basic and most primary phenomenon that results in increased productivity. In Ryan's (2014) view, employee motivation is certainly positively related to productivity..

According to Isaac Mwita(2000), corporative mutual effort is what brings progress to an organization. Employee performance or work output is significantly linked to the organization's goals. According to Al Jishi(2009), the organisation is able to retain staff who stay devoted to their jobs when the staff are well motivated. This eventually causes the organisation to develop well in all aspects from turnover to goodwill. It is therefore, very important to state that for an organisation to develop, a good motivational policy is imperative and essential. Motivated employees may be highly productive, content and/or committed to their work. The reversed of this may lead to reduced employee turnout, dissatisfaction or low work productivity.

1.2 Problem statement

Every project requires some factors to be productive and successful. Planning, risk management, avoiding project scope creep and motivating employees, just to mention a few, are some factors that are necessary to ensure that every project is productive and successful. Whereas some projects fail due to lack of or improper planning and poor risk management, others fail due to inadequate motivations for employees in the organisation to drive the project.

Motivations are an employee's intrinsic enthusiasm and drive to accomplish activities related to work. Lack of motivation is one of the project failure factors. A demotivated project leader is detrimental to the success of the project because it has a direct influence on the project team and largely the organisational performance. Inadequate motivation can be as a result of many factors such as rigid and unfair company policies, poor working conditions and wages.

When employees are poorly motivated it leads to less work being done (King & Marks Jr, 2008). Zenith Bank Ghana limited, over the past few years has embarked on a number of projects of which some have been successful and others unsuccessful. This study therefore seeks to look into the effects of motivations on workers in the banking sector; with a keen interest in Zenith Bank Ghana Limited.

1.3 Aim & Objectives of the Study

The aim of the study is to improve productivity in the banking sector through the use of appropriate motivational factors.

Specifically, the study seeks to:

1. Determine the basic motivational factors that exist in the banking sector.
2. Determine the relationship that exists between motivation and project productivity.

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1.4 Research Questions

The following research questions have been designed to guide the study

1. What are the basic motivational factors that exist in the banking sector?
2. What is the relationship that exists between motivation and project productivity?

1.5 Significance of the Study

The study will hopefully be significant to workers of the bank in enabling the management to better understand how the various motivational packages could be harnessed to inspire staff to increase and sustain productivity. The study will further profit policy makers in the human resource functions of the organizations by informing them on which motivational techniques to adopt with regards to project management. That is to say that, this study will be beneficial at three various levels, that is, the level of the employee, the level of the organisation and national level. At the level of the employee, the staff of the organisation will have an in-depth knowledge and information about the varied forms of motivational packages that are available to them. Furthermore they will be informed about how best to make use of them for personal satisfaction and enhanced productivity. At the level of the organisation, the bank will be equipped with

enough information about employee motivational policies and strategies that are up to date and help management to analyse and reassess their motivational packages and policies which will go a long way to increase productivity which will also eventually lead to growth and development. At the national level, the government is largely concerned about employment (employee retention). With a good and effective motivational package and policy in place in the banks, the staff retention rate is bound increase.

1.6 The Scope of the Study

This study is intended to sample employees within Zenith Bank Ghana Limited who have had more than a year's work experience in the organization. The content of this study will focus on how an employee's work and productivity is influenced by employee motivation. Questionnaires will be administered on issues relating to the various types of motivation, individual needs, relevance of motivation and employees' perspective on factors that boosts performance. Zenith Bank Ghana Limited was selected by the research to cover the research scope. The bank was chosen because of its proximity to the researcher in terms of access to information and feedback, in that the researcher is a worker in the bank and desires to contribute to improving the situation.

1.7 Limitations of the Study

The project has a deadline within which it has to be submitted. It is therefore not possible to extend the study to cover other bank sectors within the country. The fulfilment of this project will face many constraints. First, the project would be constrained by time. Second, the limitation

in finance has necessitated the research to be confined to the Zenith Bank Ghana. These notwithstanding, the challenges would not in any significant way invalidate the fundamental purpose and design of the study. Furthermore, the sample size for the project is not large enough to enable us generalize the finding to the whole country.

1.7 Organization of the Study

There are (5) interrelated five chapters contained in this study. Each chapter has been organised into sections and sub-sections. The First chapter, (Chapter One) introduces the study with the background, the problem statement, the objectives, and research questions, significance of the study, scope of the study, limitations and the organization of the study. Secondly Chapter Two seeks to review theoretical literature on the various types of motivational theories and the types of motivations. It also touches on projects and productivity. Thirdly, Chapter Three describes the methodology that was adopted for the study, thus the research design, population of the study, sample size and sample techniques, data collection methods and research instruments used. The Fourth Chapter deals with analysing and presenting of data. Chapter Five which is the final chapter contains the summary of findings, conclusion and recommendations.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Introduction

This chapter presents the concept of motivation. It begins by highlighting the definition of a project and productivity. The chapter also discusses the sources and types of motivation, the schools of thought on motivation as well as factors that affect project productivity.

2.2 What is a project?

A project refers to the temporary endeavour undertaken by people who work cooperatively together to create a unique product or service within an established period of time and within an established budget to produce identifiable. More often than not the word “project” has been used in together with the term “project management” to give users a more meaningful and complete understanding. (Kissi et al, 2013). In the words of Cleland(1998), projects focus on providing change, however, the most successful projects are not just about managing change; they are also about fostering good relationships and managing uncertainty (Bourne and Walker, 2003).

However, Gareis et al.(2009) also defined a project as a temporary endeavour undertaken to create a unique product, service, or result. Turner and Cochrane(1993) expanded the meaning of the project by defining it as an undertaking in which humans or machines, material and financial resource are organised in a single undertaken, an exclusive scope of work, of given designations

, within cost and time constraints so as to deliver beneficial change defined by quantitative and qualitative objectives.

2.3 Productivity

Productivity determines how efficiently resources are engaged. It is defined as the proportion of a measure of output to a specific measure of input per unit of labour (Farrell, 1957). Productivity is measured by dividing the total output gained by the number of units of labour that is employed in order to produce that output. Labour consists of the vast category of both physical and mental human effort geared towards productivity. Anderson et al. (1990) define human capital (labour) as the aggregate knowledge, skill and experience of the labour force. Thus, as individual workers acquire more human capital, their productivity and hence their income grows.

2.4 Definition of Motivation

According to Kreitner and Kinicki (2004), the term motivation is derived from the Latin word “movere” which means to move or change a thing (Adeoye, 2001). Huszczo’s (2004) perspective of motivation is focused on expectations and reinforcements, whereas other researchers have explained motivation as the extent of energy that employees bring to work (Ellemers et al, 2004; Welbourne et al, 2005).

Li et al. (2010) also opined that motivation is ‘the compelling force that pushes an employee to act and which also energizes and steers goal-oriented behaviour.’ This implies or means that motivation is proxy for those psychological processes and physical attributes that trigger the activation, direction, and consistency of voluntary actions that are directed towards achieving a goal.

Motivation is an art intended to encourage people to work readily and an art of influencing an individual to act in a particular way to achieve a task. Andawei(2002) viewed motivation as a human engineering approach being triggered by the individual needs. Flippo(1982) suggested that motivation begins with the emerging needs of people that includes a goal oriented action and conduct directed at satisfying a particular outcome. Basically, it is the inducement provided for employees to push them to give a higher output.

One can deduce from the above that motivated behaviour is characterised by three underlying factors:

1. Sustenance- motivated behaviour is a continual process which is sustained until a desired outcome is reached.
2. Aimed at a goal- the purpose for implementing motivation is to reach a desired goal.
3. Stems from a need- motivation is put in place to satisfy a particular need of an individual.

For the purpose of this study, based on the definitions cited by the researcher, motivation can thus be redefined as a continuous process of inducing the actions of workers for the purpose of reaching a desired goal in order to satisfy a particular need of an individual.

2.4.1 Features of Motivation

According to McCoy (2012) motivation is characterised by certain features. She listed the following as features of motivation: act of management, a continuous process, positive or negative, goal oriented and complex in nature, an art and not science. She also stated that it is system or organisational oriented and also it is different from job satisfaction.

2.4.2 Sources of Motivation

Over the past years, booming businesses and major companies who have been successful in their businesses distinguished themselves from others by taking a keen interest in the development of the employee through intrinsic motivation. (Peters et al, 1982) and the sources of motivation that can affect a project's productivity are enormous. In the words of Hitt et al.(2004), opined that three basic variables predetermine the extent to which employees are motivated in the workplace. These he listed as the characteristics of the individual, nature of the job and the features of the work environment.

These in explaining emphasized that the first category, are the source of internal (intrinsic) forces of motivation. He further asserts are the attributes that the employee brings to the workplace. To buttress his point he additionally claims that the individuals internal forces stem from three variables three variables: the person's basic motivational need as suggested by Abraham Maslow – which includes security, self-esteem, sense of achievement; a person's attitudes- such as attitudes towards a supervisor or fellow colleagues; Goals, including individual goals and organisational goals such as a completing a task assigned him, attaining a certain level of performance, and career advancement.

According to him the second category- Features of the job relates to the outside or external forces which focus on the features of the job for the individual thus the tasks the person performs at the workplace. This characteristic he explained as how well the employee is communicated to about performance of the tasks assigned to him, the amount of tasks at hand to carry out, the

cross section and breadth of tasks and the extent to which the individual has control over the activities assigned to him to execute.

Thirdly, he identified the characteristics of the work situation. This category has a link with the environment within which the individual works, focusing on what actually happens to the person. Two types of variables were further identified by the third category, thus the immediate social environment which consists of the individuals supervisors, his or her immediate colleagues and the people that he or she supervises; and the different options of company practices such as the organisation's rewards and culture for compensation, the access to training and development, and the level of pressure that is mounted on individuals to achieve targets that have been set.

2.5 Types of Motivation

McCullagh(2005) conducted a survey that improved motivation, provides a good avenue for learning, persistence, pleasure, and performance, amidst other benefits. Consequently, means to augment motivation have been duly examined. There are two basic forms of motivation: intrinsic and extrinsic motivation.

2.5.1 Intrinsic Motivation

According to McCullagh(2005) intrinsic motivation can be defined as stimulation or a driving force in an individual that gives him the need to adopt or change behaviour in order to fulfil his or her own internal need. Gagné and Deci(2005) in addition puts it that intrinsic motivation

involves people performing an activity because they get satisfaction from performing the activity.

Intrinsic motivation can also be explained from the Latin phrase 'labor ipse voluptas', which stands for work labor in itself and it conveys pleasure, (Frey, 1997). This means that employees in a particular work setting who are intrinsically motivated perform their duties at the workplace in their work with no expectation; any external rewards and for no apparent reason other than the pleasure they get from doing the work itself.

Weinberg and Gould (2003), further groups intrinsic motivation into three. He suggested Knowledge, Accomplishment and Stimulation as the three types of intrinsic motivation. A worker that is intrinsically motivated is pushed to perform his duties mainly because it is fun and challenging for him or her and not because of any external rewards or benefits that will be available to him or her should he or she perform those duties. Humans by nature have a zeal and readiness to explore and learn without any extraneous reward or incentive.

Therefore, in humans, intrinsic motivation is not just a form of motivation, or just a voluntary activity, it is in actual sense a pervasive and important one. It must however be emphasized that tasks that intrinsically motivates one person may not necessarily motivate another and not everyone is intrinsically motivated for any particular task.

2.5.2 Extrinsic Motivation

On the other hand, extrinsic motivation, expects some connection between the tasks to be performed and some separable positive responses such as tangible or verbal rewards. Satisfaction, hence, does not stem from performing the activity or task itself but rather from the

external consequences to which the activity leads. Wage increases, awards and promotions are typical examples of extrinsic motivation because they serve as a means to satisfy needs that are not directly related to the job. They are rather given to an individual or a worker as recognition for good performance

Extrinsic motivation is most often than not tangible in nature. Wage increases, salary advance, mortgage, personal loans with low interest, commissions allowances are some factors that are considered extrinsic motivation because they are given to workers to motivate them.

They are often decided on by the management of organisations and most of the time if not all the time are beyond the control of line managers. They have strong and timely effects but they may not necessarily last long (Armstrong, 2006; Switzer et al, 2005).

According to Walker et al.(2006) extrinsic motivation is aimed at attaining a desired goal or some external monetary or nonmonetary rewards like awards. It is considered as an avenue to satisfy indirect needs. Extrinsic motivation can also be considered as a reward given to someone as an appreciation for a job well done, for example, wage increases, salary advance, allowances and promotion.

As asserted by Akintoye(2000), money has come to stay as the most recognizable motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate suggested that to motivate employees for greater productivity employers need to adopt the use of money as the ultimate strategy (Taylor, 1911). Taylor recommended the formation of incentive wage systems to serve as an avenue for as a means of challenging workers to work harder and smarter for better performance, increased productivity, devotion to the job, and eventually satisfaction. Money symbolizes power, security and prestige because it carries great

motivating power. Money gives people a feeling of accomplishment and success. This pre-suggests that in order for an organisation to attract individuals, retain them in the organisation and motivate them to achieve higher performance, money plays a significant role.

Lin (2007) also further argued that the adoption of both intrinsic and extrinsic motivation goes a long way to influence an individual's attitudes and intentions concerning an performing a task.

It can therefore be concluded that extrinsically motivated workers perform tasks and activities mainly to benefit from the external prods that will be made available to them for performing these tasks. The rewards, recognition, promotions that will be provided for a good job done motivates them rather than from the inward and built-in fulfilment of performing these tasks.

Weinberg and Gould (2003) defined four types of extrinsic motivation. These he listed as integrated regulation, identified regulation, introverted regulation, and external regulation.

2.6 Motivation Theories

This section discusses the theories of motivation. A lot of motivation theories have been propounded relating to employee performance. It is noteworthy to realise that every one of these motivational theories draw special attention on one or more of its related variables. Several authors including Cole (2004) have propounded theories to help to understand the human being and how to handle him to get goals achieved. The theories propounded include:

2.6.1 The Maslow's Theory of Hierarchy of Needs

Motivation in its scientific sense was first addressed by Abraham Maslow. He identified five universal needs primary to employee motivation. In Maslow's assertion, an individual will be motivated the highest if the motivation tends to satisfy his/her most pressing need at that point on time. to fulfil whichever is most powerful at the time of need (Maslow, 1954). He argued that people have some needs that require satisfaction due to the fact that they are social and psychological beings. Maslow's model, as illustrated in his pyramid, is aimed at explaining human motivation and employees' personal development needs.

This goes to say that any rational human would refocus their attention on satisfying the next higher need level. This will increase other needs that are higher.

2.6.1.a Physiological Needs

According to Maslow (1954), physiological needs sit at the bottom of the hierarchy of needs and should be understood as the basic requirements for survival. Food, water and clothing; which humans cannot do without; form the core of this physiological need and are seen as the basic necessities needed by every human to survive. Maslow (1954) stated that satisfaction for the physiological needs will always be sought after even if all other needs are not met. A classic example is illustrated in the situation where an individual is hungry. This feeling of hunger sparks both psychological and physical tension. The individual, in a bid to satisfy this need, begins to act in a certain manner in order to get rid of if not to reduce the aforementioned tension. The individual then focuses on searching for food to eat since that becomes the most

pressing need that needs to be satisfied to survive. As soon as the individual has satisfies the hunger, the tension reduces and so food no longer becomes a motivator.

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2.6.1.b Safety Needs

The next level in the hierarchy; according to Maslow; is what he termed as safety needs. This refers to the search for shelter, security, stability, dependency, protection, and freedom from anxiety, fear and chaos, and finally the need for structure, order, and law. In relation to the working environment, this could be evidenced as at least a minimal degree of employment security; and the assurance that the employment will not be terminated based on impertinent matters and that as long as employees continue to deliver appropriate levels of productivity, they can be assured of continued employment.

2.6.1.c Social Needs

Hayes et al. (2009) believe that once an individual fulfils the first two levels of needs in Maslow's hierarchy of needs satisfied, the emergence of social needs becomes the next objective. In their view this is the need for a sense of security in friendship. In their view this is the need for a sense of belongingness and love. In the work place, this is seen in an individual's desire to interact, collaborate effectively and achieve organizational goals with other colleagues.

2.6.1.d Esteem Needs

Esteem needs are next after the satisfaction of social needs; according to Maslow (1954). He observed from a research he conducted with his patients that humans turn their satisfaction crave to esteem needs after gratifying social needs, thus the need for social recognition, respect, self - confidence and the esteem of others. Maslow (1954) defined self-esteem as the desire for a sense of adequacy, a sense of accomplishment, competence assuredness. Assimilating his suggestion prudently, and linking it to the work environment, workers seek needs like desire for approval, reputation, prestige, and appreciation in the eyes of their fellow employees.

2.6.1.e Self-Actualization Needs

Self-actualization need in Maslow's hierarchy of needs sits at the summit of human needs. This has to do with the urge for self-satisfaction, consciousness of a potential and continuous self-development. Hitt et al. (2004), furthered this explanation that at this level individuals are exposed as the materialisation of these needs heavily depend on some pre-existing satisfaction of the four previous levels of motivation. This goes to say that at this stage individuals that desire to satisfy self-actualisation needs will focus on pursuing importance and will appreciate new tasks that will push them to discover new capabilities.

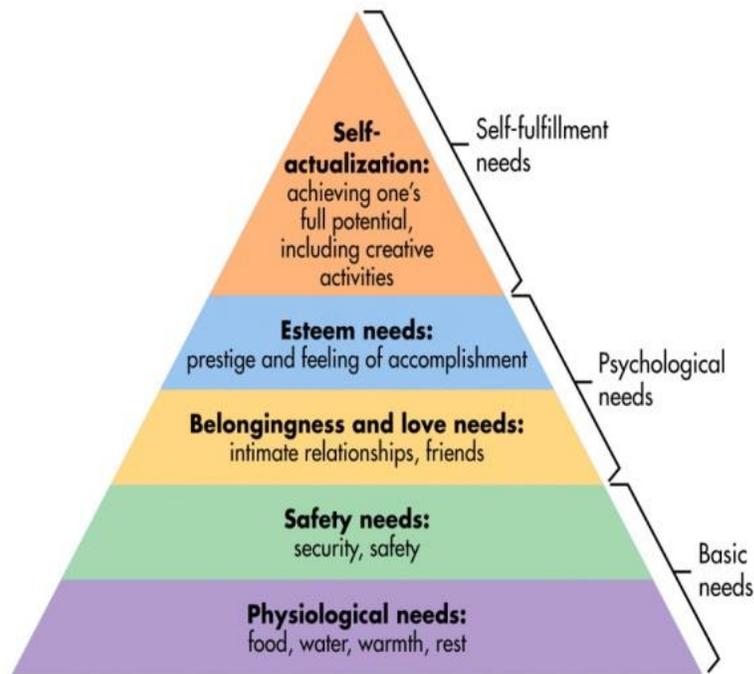


Figure 1: Maslow's Hierarchy of Self Actualisation Needs

Maslow's hierarchy of needs are very insightful in appreciating the needs of people at work and for determining what could be done to satisfy them. This can be translated to mean, the deprivation of needs may negatively influence attitudes and behaviours whereas satisfaction of those same needs; on the other hand; may have positive motivational consequences. Even though there understandably would exist individual differences, many psychologists believe that there are some patterns or configurations of human needs that are common (Mondy, Holmes, and Flippo, 1983). Maslow states that individuals are motivated to satisfy certain unsatisfied needs (Ozguner and Ozguner, 2014). According to Maslow's hierarchy of needs theory, an individual's needs are arranged in a hierarchy from the lower-level physiological needs to the higher-level needs for self-actualization. The physiological needs are the highest priority because until they are reasonably satisfied other higher level needs will not emerge to motivate behaviour (Schermerhorn, 2001: 285-286).

Physiological needs, it is generally agreed that the basic needs such as food, clothing, and shelter are our first concern. The firm helps individuals satisfy their basic needs by providing good salaries, benefits and working conditions. Once these basic needs are satisfied to a reasonable degree, the individual then becomes aware of higher-level needs (Ozguner and Ozguner, 2014). Safety needs, once the physiological needs are reasonably well satisfied; the next higher level of needs becomes important as motivator. According to Maslow, these are the needs for safety or security. These needs cause the individual to become concerned about security, protection from danger, and freedom from fear. In an organization, these needs may be satisfied by job security, benefit programs including insurance and retirement plans, and safe and healthy working conditions (Schermerhorn and Chappell, 2001). Social needs, these needs reflect an individual's desire for love, affiliation, and acceptance in relationship with other people. In a work environment, social needs are concerned with relating to friendly associates, identification with a good company, and through participation in organized activities such as bowling or softball leagues, picnics, or parties.

2.6.2 Herzberg's Two-Factor Theory

This theory is also known as intrinsic/extrinsic motivation or the motivation hygiene theory aiming to establish the disparities between factors that improve job satisfaction and those that can cause dissatisfaction. In Herzberg's view intrinsic factors have to do with the nature of work, responsibility level, personal growth opportunities and the sense of achievement and recognition. The other factors are seen as extrinsic performing the job. He listed these factors as supervision, relations with co-workers, working conditions, administrative policies and practices related to benefit and compensation (Yudhvir and Sunita, 2012).

Table 1: Researcher’s Own Construct of Herzberg’s Two-Factor Theory

Hygiene (Maintenance Factors) (Job Environment) Extrinsic Factors	Motivation Factors (Job Content) Intrinsic Factors
Company Policy/ Administration	Work Itself
Supervision	Achievement
Interpersonal Relations	Responsibility
Working Conditions	Growth and Achievement

2.6.3 Alderfer’s Hierarchy of Motivational Needs (ERG THEORY)

Clayton Aldefer propounded the ERG theory of motivation in 1973 as a quick follow up to the inadequacy of the empirical evidence regarding Abraham Maslow’s hierarchy of needs that was proposed in 1970 (Aldefer, 1999). His aim was to line up his research with experiential research.

However, Alderfer’s version of the theory of needs and motivation was based on Maslow’s line of thought. Taking a closer look at the issues, one can come to a conclusion that Alderfer only sought to put a different approach to the theory forward instead of outrightly rejecting it. ERG was defined as Existence, Relatedness and Growth.

Existence needs: Alderfer defined this as all the fundamental requirements for material existence of an individual. This relates to Maslow’s safety and physiological needs.

Relatedness Needs: he explained this as people’s desire to maintaining a close relationship with other individuals. This includes team members at work, family members and social circles. He

goes further to explain that, the means by which people satisfy this need is by sharing ideas and feelings. This relates to Maslow's need for love social binds.

Growth Needs: Alderfer described growth needs as what propels an individual to be innovative and to have an influence on his or her immediate environment.

This he defined as the need for personal growth. He opinionated that individual's participation in challenges that require the application skills and expertise as well as initiating new ones can cater for growth needs. In a nutshell, Alderfer believes that every individual possesses three levels of needs even though they vary in degree and strength.

There is a major difference between Alderfer's ERG theory and Maslow's Need Hierarchy as far as the ERG theory discloses that an individual may have one or more need at a point in time. The ERG theory does not follow a strict hierarchical structure where a need at the lower level must be satisfied before the next can be considered.

According to Maslow, an individual cannot move to satisfy a higher need unless a lower need has been satisfied. Alderfer contradicts this by stating that without satisfying a lower need an individual can move on to satisfy a higher need. Inability to satisfy a need for example does not hinder an individual from satisfying a social need or a need for more conducive working environments.

2.6.4 Frederick Winslow Taylor

Taylor (1911) put forward an argument that employees by default do not delight in the work they do, they only do it to derive the benefits that come in thereafter, hence they must be closely supervised and monitored to ensure that they give off their best. He further suggested that

supervisors fragment huge tasks into smaller ones to help employees carry them out. He expressed an opinion that employees are largely if not solely motivated by salaries.

In order to tackle or solve this flaw further, he recommended that the right tools and training are made available for employees to enable them to work as efficiently and effectively as possible on one set of task assigned to them. Since workers are mostly motivated by salaries, they should then be remunerated based on time-piece rate where the number of items produced in a given time is used to calculate the workers wage. This will to a large extent push workers to produce more eventually improving motivation.

A good number of companies took to adopting Taylor's methods because the method yielded huge benefits that improved productivity and reduced production costs and subsequently yielding huge profits. Notable amongst these companies was fords production line assembly used in the manufacturing of the Ford cars.

It must however be stated that Taylor's methods was closely related to the autocratic style of management where employers made all the decisions concerning the company and merely used employees to carry out these decisions. Soon enough workers began taking a dislike to Taylor's method since they were only assigned monotonous tasks to perform and were not receiving humane treatments from their employers. Also firms could lay off workers easily when productivity levels increased and this caused an increase in labour actions like strikes.

2.7 Factors That Affect Project Productivity

According to Kotelnikov(2010), how well an employee is able to produce results is largely dependent on the degree to which those employees are well motivated in the workplace. He goes

further, to make an assertion that when employees are well motivated, it is expected that it will create a positive effect on quality productivity. Employees demonstrate high levels of satisfaction when they are highly and sufficiently motivated. It is very important for individuals at the workplace to possess some degree of motivation. When motivation drops in the individual, it eventually causes productivity to fall after employees begin to lose their drive and enthusiasm. Creativity and innovation are birthed for optimum performance when motivation is present. Therefore one can conclude that motivation has significant impact on high and quality performances.

Most of the authors of motivational theories have opined that improved productivity and high turnover, staff recruitment and retention are greatly influenced by motivation. (Nduro, 2012).

Job dissatisfaction and poor motivations are strongly connected. The variables that affect these are the can do factors, the willingness factors, and the accessibility to resources factors which are further explained as the power of workers to perform their activities, the motivation staff get in order to make an effort to do their job and the backing received from employers to aid employees in performing their duties in a proper manner respectively.

Put differently, work productivity depends on whether the staffs themselves have the capacity to perform tasks, as able to do things, whether they have the willingness to perform these tasks and whether they have organisational support to perform tasks.

CHAPTER THREE

3. METHODOLOGY

3.1 Introduction

This chapter discusses how the research will be carried out in order to meet the study's aim and objectives. It basically looks at the research design, study population, sampling technique, the research method, data collection and data analysis selected for the study. It also lays emphasis on the data collection instruments and techniques as well as data analysis and presentation style.

Blumberg et al. (2005) suggest that identifying the best fit research methodology is key after the review of theoretical and empirical literature. In the view of Collis and Hussey (2003), research methodology defines the process of linking the theoretical foundations to the collection of data and analysis adapted for a study. Methodology is therefore, the discovery process of what we believe to be true (Christou et al, 2008).

3.2 Research Design

There are a number of rational decision-making choices involved in Research design. Put differently, the research design aims at organising the research study so that the most important data can be put together and analysed to arrive at a solution (Sekaran, 2003). The case study research design was adopted for this research.

Case study research simplifies complex concepts. Baxter and Jack (2008) are of the view that “case study” research provides in-depth clarity to a phenomenon with respect to its contextual

makeup while employing an array of data sources. The case study approach was adopted for this research since the intended target sample is Zenith Bank Ghana Limited.

According to Neale et al. (2006), case study typically describes a program or intervention put in place to address a particular problem. There are three main principles underlying case study according to Yin (1994). The principles are:

1. “How” and “why” questions are used. Conversely, “what” questions are used when the case study is for exploratory purposes?
2. Case study requires no control over behavioural events.
3. Case study focuses on current events.

Though using case study greatly impedes generalization as expressed by Soy (1997), the study acts in accordance with all the above mentioned principles and therefore justifiable to adopt this research design.

Descriptive statistics was used to describe the basic features of the data in this study. Simple summaries about the sample and the measures together with simple graphics analysis form the basis of virtually every quantitative analysis of data in this study.

Descriptive statistics was chosen over inferential statistics basically because certain data information that could allow for a proper regression to be run was not readily available. Also, with descriptive statistics, one simply describes what is or what the data shows. This was mainly the focus of the research and hence the need to stick to descriptive statistics.

3.3 Study Population

The study target population comprised a cross section of the Zenith bank working force. This study focused mainly on management and permanent staff. It did not consider contract workers since the nature of their employment is on an interim basis. This goes to suggest that the institution has three categories of workforce thus; the contract staff, permanent staff and management.

3.4 Sampling Technique

The non-probability sampling design was employed for this study. The purposive sampling technique; under the non-probability sampling design; was used as it complements well a case study research. Purposive sampling requires researchers to use their knowledge about a target group to select participants who represent the target population. The population or universe of the study was all staff of Zenith Bank Ghana. Zenith Bank Ghana Limited has four divisions across the nation. This represents the unit of analysis. Twenty-five (25) questionnaires were distributed to each division so that there would be an equal representation of each division in the study. In all, a total of one hundred (100) questionnaires were administered for the purpose of the study. It will suffice to say, even though the sampling technique adopted was a non-probability sampling technique (purposive sampling), there is some element of probability sampling where an equal representation of each division was given.

3.5 Research Instrument

Semi-structured interview and questionnaires were chosen as the instrument for the research. This means that the research will use qualitative and quantitative research approach in order to achieve its objective. Choosing the semi-structured interview technique was influenced by the researcher's desire to influence the respondents to freely discuss their own opinions or perceptions of concepts of motivation. In the view of Darmer(1995), the semi-structured interview is neither a free conversation nor a highly structured questionnaire. An important attribute of the semi-structure interview is that it provides the opportunity to regulate the order of the questions and the respondents have the freedom to expand their ideas and speak in detail about diverse subjects as opposed to depending only on concepts and questions defined in advance of the interview. Quantitative methods (questionnaires) on the other hand emphasize serious belief and trust in figures which are used to stand for opinions and concepts.

3.6 Data Collection

Both primary and secondary data were collected for the study. The secondary data was the company organogram which aided me in the bank categorization for sample selection. It had to do with information sourced from the company's policies and structural setup documentation. The main source of data for the research which is the primary data was collected from the field survey conducted with the staff and management of Zenith Bank Ghana.

3.7 Data Analysis

The data collected was cohesively and thoroughly put together to allow for easy analysis and for ease of understanding. The qualitative method was used in the analysis of the data gathered from primary and secondary sources. The qualitative approach involved inducting insights from the interview data, and processing the data further in order to gain more in-depth understanding of the phenomenon under study. Data point omissions and errors from the questionnaires were referred back to the respondents to clarify their choice of responses to ensure consistency across respondents. The data was then coded to enable the responses to be grouped into limited number of categories and the SPSS software was used for this analysis. Data presentation was in tabular forms, graphical and narrative forms.



CHAPTER FOUR

4. DATA ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presents the empirical analysis of the effects of basic motivational factors on project productivity in Zenith Bank Ghana Limited. The initial part of the discussion looks at the general characteristics of respondents. The next section deals with the discussion of the estimated results and findings. The final part covers the concluding remarks.

4.2 Bio Data

This study used primary data collected from individual employees in Zenith Bank Ghana Limited. Information on individual characteristics includes gender, age and level of education.

Table 2: Age Group by Gender of Respondents

	AGE			Total	
	21 - 30	31 - 40	41 - 50		
GENDER	MALE	19	20	5	44
	FEMALE	37	19	0	56
Total		56	39	5	100

Source: Field Data, 2019

One hundred individuals were sampled for the research. Out of the total respondents, 44 respondents were males and 56 respondents were females. Out of the 44 male respondents, 19

were in the “21 to 30” age category, 20 were in the “31 to 40” age category and only 5 respondents were in the “41 to 50” age category. The majority of the female respondents were in the “21 to 30” age category.

It would suffice to say the male to female employment ratio in Zenith Bank Ghana Limited is positively skewed in favour of the female category. This is empirically in line with findings from Quartz Africa as they suggest the first seven of top ten countries which have majority of their labour force in the female category all coming from Sub Saharan Africa (‘Women Workforce in sub-Saharan Africa—Quartz Africa’, n.d.).

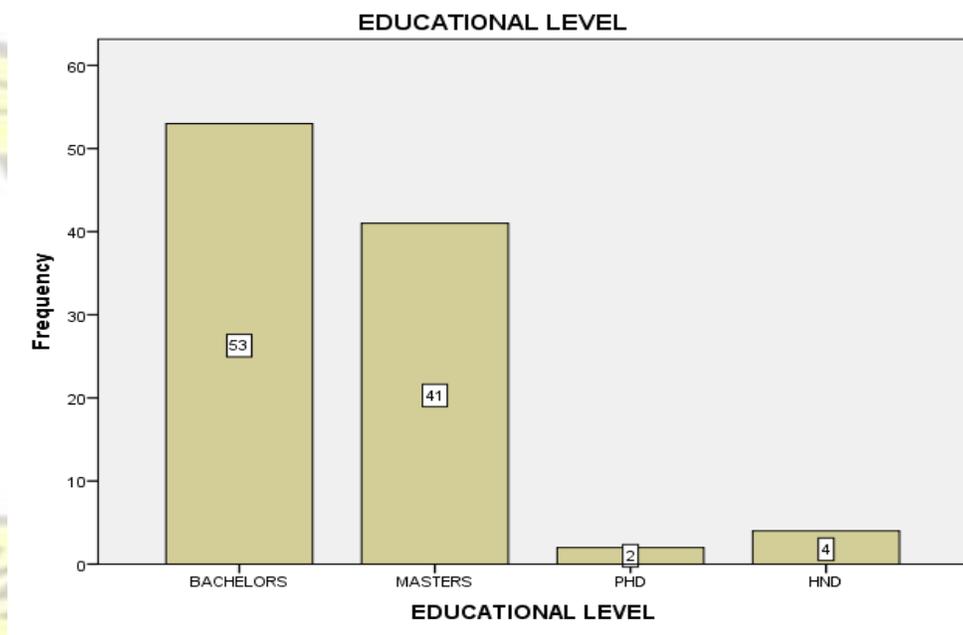


Figure 2: Educational Level (Source: Field Data, 2019)

From Figure 2, it shows that all the respondents have had post-secondary school education. Majority of the respondents (53%) have a Bachelor's Degree whereas just 2 respondents have a PhD Education. It is also worthy to note that 41 respondents have a Second Degree (Masters).

The results suggest that the having a Degree and/or HND education is a primary requirement to gain employment in Zenith Bank Ghana Limited.

Table 3: Relationship between Educational Level & Job Grade

		JOB GRADE					Total
		EXECUTIVE ASSISTANT	SENIOR EXECUTIVE ASSISTANT	ASSISTANT BANKING OFFICER	BANKING OFFICER	SENIOR BANKING OFFICER	
LEVEL OF EDUCATION	BACHELORS	34	5	10	4	0	53
	MASTERS	4	15	15	7	0	41
	PHD	0	0	0	0	2	2
	HND	4	0	0	0	0	4
Total		42	20	25	11	2	100

Source: Field Data, 2019

It is worthy to note that a majority of the respondents are in the least ranked Job Grade. A staggering 34% of the respondents are people with Bachelor's Degree who are employed as Executive Assistants. No HND holder has been employed beyond the Executive Assistant Role. Only two respondents are in the Senior Banking Officer Role and it is not surprising as they are the two PhD holders.

This means there is a positive correlation between the level of education and the job grade associated. This implies that, the higher one's level of education, the higher their Job Grade.

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Table 4: Relationship between Duration of Employment & Job Grade

		JOB GRADE					Total
		EXECUTIVE ASSISTANT	SENIOR EXECUTIVE ASSISTANT	ASSISTANT BANKING OFFICER	BANKING OFFICER	SENIOR BANKING OFFICER	
DURATION OF EMPLOYMENT	1YR - 3YRS	29	2	7	4	0	42
	4YRS - 6YRS	10	11	4	2	0	27
	6YRS - 9YRS	1	7	10	4	0	22
	>=10YRS	0	0	4	3	2	9
Total		40	20	25	13	2	100

Source: Field Data, 2019

A clear pattern cannot be drawn between the Duration of Employment and the Job Grade. However, there is clear evidence of the 2 respondents who are PhD holders being the only people who have stayed in the business for 10 years or more. A total of 60% (40% being Executive Assistants and 20% being Senior Executive Assistants) of the respondents have an average of 4 and a half years of work experience in Zenith Bank Ghana Limited.

It will suffice to say the Job Grade of an individual in the Ghanaian Banking Sector is not highly dependent on the number of years spent in working for the banking institution.

4.3 Basic Motivational Factors in Zenith Bank Ghana Limited

To establish if there are any forms of motivational factors in the Banking sector; as is queried in the first research question of Chapter One, respondents had to answer “Yes” or “No” if the under listed motivational factors existed in their institution.

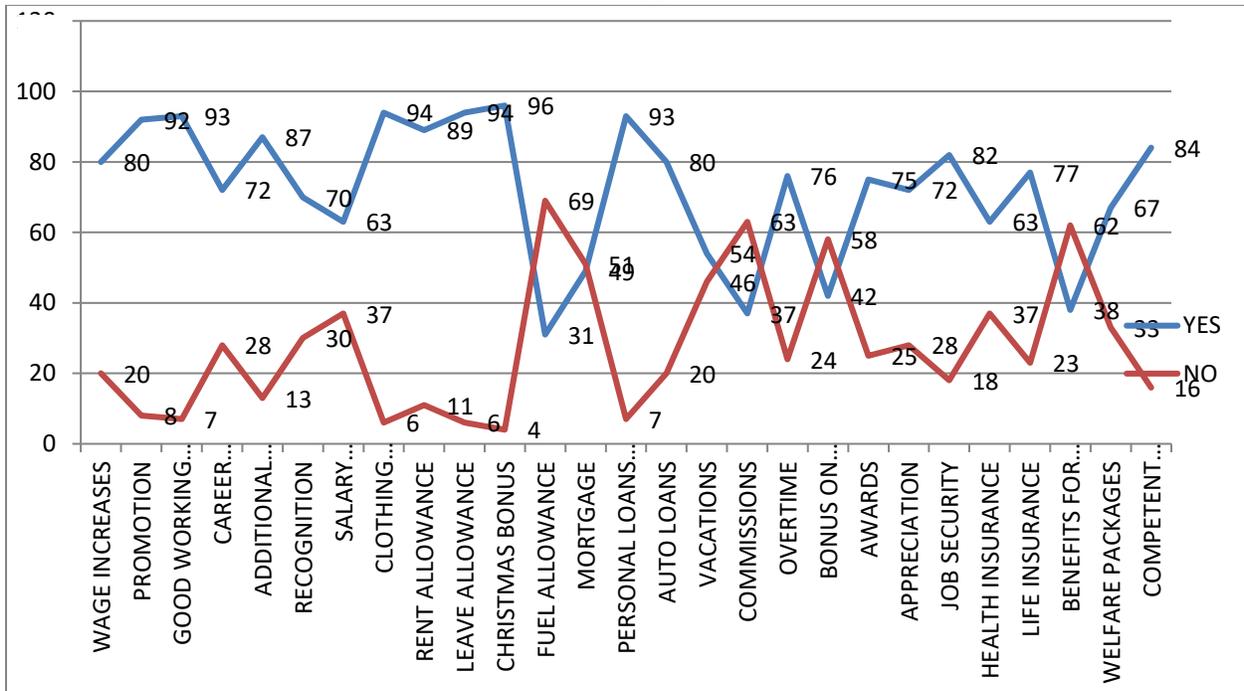


Figure 3: Response on Basic Awareness of Basic Motivational Factors (Source: Field Data, 2019)

It is easy to admit, from the line graph above, that a majority of the respondents agree and are aware of the existence of the above listed motivational factors in the Ghanaian Banking Sector. Ranging from Wage Increases to Competent Supervision, about 72% of the respondents are aware of and know of these motivational factors in Zenith Bank Ghana Limited. However, 28% of the respondents do not acknowledge the existence of some of the above mentioned motivational factors in Zenith Bank Ghana Limited. A peak of them is seen where the “No”

responses outweigh the “Yes” responses in “Fuel Allowance, Commissions, Bonus on Personnel Milestones, and Benefits for Family Member” as motivational factors.

4.4 Relationship That Exists Between Motivation and Project Productivity

As already explained in the second chapter, productivity refers to the ratio of a specific measure of output to a specific measure of input per unit of labour and is measured as total output divided by the members of units of labour employed to produce that output. The second research question sought to establish the relationship that exists between motivation and project productivity.

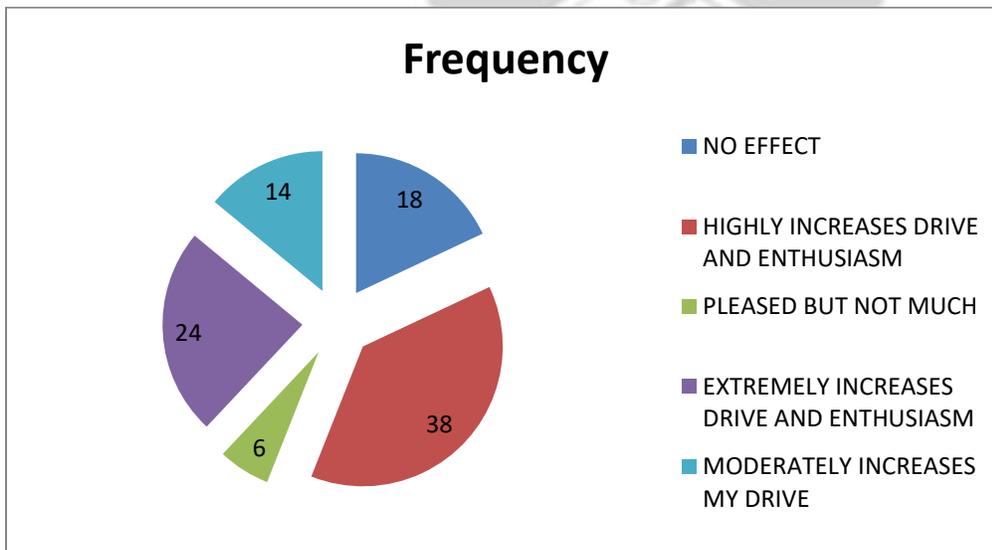


Figure 4: Relationship between Motivation & Project Productivity (Source: Field Data, 2019)

Figure 4 depicts the general responses from the respondents on how basic motivational factors influence project productivity. As is seen, a majority of the respondents perceive a positive relationship between basic motivational factors and product productivity. A high of 38% respondents get a highly increased drive and enthusiasm when motivated to impact positively on

project productivity. Only 18% of the respondents have a neutral effect when motivated. Every other person gets moderately influenced, extremely influenced or pleased but not much when motivated to impact positively on project productivity.

Taking a look at the further breakdown of the various factors of motivation and how they affect productivity in the banking sector, it was realized that a good number of the motivation factors that exist in the banking sector highly increases drive and enthusiasm of the employees of the bank. Still a good number of the employees responded that most of these motivational factors extremely increased their drive and enthusiasm in the workplace. The responses provided by respondents were analysed and the factors that proved to be highly motivational were and presented in the tables below.

Table 5: GOOD WORKING ENVIRONMENT

	Frequency	Percent	Valid Percent	Cumulative Percent
NO EFFECT	5	5.0	5.0	5.0
PLEASED BUT NOT MUCH	3	3.0	3.0	8.0
MODERATELY INCREASES MY DRIVE	3	3.0	3.0	11.0
HIGHLY INCREASES DRIVE AND ENTHUSIASM	67	67.0	67.0	78.0
EXTREMELY INCREASES DRIVE AND ENTHUSIASM	22	22.0	22.0	100.0
Total	100	100.0	100.0	

As shown in the table above, a conducive and positive working environment motivates employees in a highly positive way as 67 out of the 100 respondents representing 67%, answered that a good working environment highly increases their drive and enthusiasm. This was followed by 22 respondents representing 22% that answered that good working environment extremely increases their drive and enthusiasm. 5 out of the 100 respondents answered that good working environment had no effect on their drive and enthusiasm. Three out of the remaining 6 respondents said that their drive was moderately affected by good working environment and the remaining 3 answered that they were pleased but not so pleased. From the above analysis it can be established that employees are highly motivated by good working environment since a good majority of the employees are highly pleased when a good working environment exists for them in the workplace.

Table 6: CAREER ADVANCEMENT/ON THE JOB TRAINING

	Frequency	Percent	Valid Percent	Cumulative Percent
NO EFFECT	5	5.0	5.0	5.0
PLEASED BUT NOT MUCH	2	2.0	2.0	7.0
MODERATELY INCREASES MY DRIVE	8	8.0	8.0	15.0
HIGHLY INCREASES DRIVE AND ENTHUSIASM	55	55.0	55.0	70.0
EXTREMELY INCREASES DRIVE AND ENTHUSIASM	30	30.0	30.0	100.0
Total	100	100.0	100.0	

Career advancement as shown in the table above also motivates employees in a highly positive way as 55 out of the 100 respondents representing 55%, answered that a good working environment highly increases their drive and enthusiasm. This was followed by 30 respondents representing 30% that answered that good working environment extremely increases their drive and enthusiasm. 5 out of the 100 respondents answered career advancement had no effect on their drive and enthusiasm. 8 of respondents said that their drive was moderately affected by good working environment and the remaining 2 answered that they were pleased but not so pleased. This suggested that Zenith Bank believes in organising in house training and seminars however seminars organised outside the company serves a source of motivation for their performance. From the above analysis it can be established that career advancement for employees highly motivates since a good majority of the employees are highly pleased when they are regularly trained on the job and their careers are advanced.

Table 7: COMPETENT SUPERVISION

	Frequency	Percent	Valid Percent	Cumulative Percent
NO EFFECT	12	12.0	12.0	12.0
PLEASED BUT NOT MUCH	3	3.0	3.0	15.0
MODERATELY INCREASES MY DRIVE	12	12.0	12.0	27.0
HIGHLY INCREASES DRIVE AND ENTHUSIASM	53	53.0	53.0	80.0
EXTREMELY INCREASES DRIVE AND ENTHUSIASM	20	20.0	20.0	100.0
Total	100	100.0	100.0	

A supervisor that has a good level of experience and that is competent motivates employees to a high extent. This is clearly seen in the table above where 53 out of the 100 respondents answered that competent supervision highly increases their drive and enthusiasm. 20 out of the 100 respondents also answered that competent supervision extremely increases their drive and enthusiasm. 12 and 3 responded that competent supervision moderately increases their drive and are pleased but not much respectively. The remaining 12 answered that competent supervision has no effect on their productivity. Again it can be concluded that competent supervision has a positive effect on employee productivity in the banking sector.

Table 8: AWARDS

	Frequency	Percent	Valid Percent	Cumulative Percent
NO EFFECT	12	12.0	12.0	12.0
PLEASED BUT NOT MUCH	4	4.0	4.0	16.0
MODERATELY INCREASES MY DRIVE	14	14.0	14.0	30.0
HIGHLY INCREASES DRIVE AND ENTHUSIASM	42	42.0	42.0	72.0
EXTREMELY INCREASES DRIVE AND ENTHUSIASM	28	28.0	28.0	100.0
Total	100	100.0	100.0	

When employees are awarded in the company for their work done it highly motivates their drive and enthusiasm. This is seen in the table above. 42 and 28 out of the 100 respondents representing 42% and 28% respectively answered that awards highly increases their drive and

enthusiasm and extremely increases drive and enthusiasm respectively. 14 respondents responded that awards moderately increase their drive and 12 out of the remaining 16 said awards have no effect on their productivity. 4 said it pleased them but not much.

Table 9: RECOGNITION

	Frequency	Percent	Valid Percent	Cumulative Percent
NO EFFECT	10	10.0	10.0	10.0
PLEASED BUT NOT MUCH	6	6.0	6.0	16.0
MODERATELY INCREASES MY DRIVE	13	13.0	13.0	29.0
HIGHLY INCREASES DRIVE AND ENTHUSIASM	45	45.0	45.0	74.0
EXTREMELY INCREASES DRIVE AND ENTHUSIASM	26	26.0	26.0	100.0
Total	100	100.0	100.0	

The analysis also saw a positive correlation between recognition motivational factor and employee productivity. Majority of the employees thus 45 out of the 100 respondents representing 45% answered that recognition for a good job done highly increases their drive and enthusiasm while 26 responded that recognition extremely increases their drive and enthusiasm. 13 respondents answered that recognition moderately increases their drive. Recognition pleases 6 out of the 100 respondents but not much and the remaining 10 respondents said recognition has no effect on their productivity.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The entire study was conducted to examine out how motivational factors influences workers in the banking sector and too a keen interest in Zenith Bank Ghana Limited. This chapter which is the final chapter of the study presents the summary of key findings, concludes the study and provides recommendations which will assist the bank management in developing and implementing effective motivational systems for their staff in order to improve upon the administration of the bank and ultimately performance of the bank. A number of branches were selected where the study was conducted. A sample size of 100 was drawn from the bank and the workers in the selected branches constituted the population out of which sample size was drawn.

5.2 Summary of Key Findings

The literature that was reviewed for the study on theories of motivation focused on the various theories about human nature in general and specifically motivation. It however failed to suggest concrete lines of thoughts regarding the practical areas in the workplace.

The study adopted quantitative and descriptive methods of research using the case study approach. The two were considered because the merits of one compensates for the weaknesses of the other. A number of 100 Questionnaires were shared to the respondents. All one hundred (100) questionnaires were completed and recovered from the respondents. The responses received were analysed using the SPSS 16 and Microsoft 2010 software applications.

The questionnaires that were distributed to Respondents posed a varied set of questions in relation to their personal bio-data, knowledge about employee motivation and the factors of motivation that exist in the organisation and which of these motivational factors enhance performance or productivity as well as the how relevant employee motivation is in the bank.

The study was carried out using a section of bankers from the Zenith Bank Ghana Limited as a case study with the following objectives:

- Determine the basic motivational factors that exist in the banking sector.
- Determine the relationship that exists between motivation and project productivity

The participants in the survey had majority of females between the age range of 21-30; followed by the males between the age range of 31-40 and only five (5) in the 51-60 age group. The researcher deduced from this analysis that the bank focuses on recruiting the relatively younger generation.

The educational levels of respondents showed that 34% were with Bachelor's Degree. This proved that a positive correlation existed in the kind of work and/or task assigned and education.

On the knowledge of the basic motivational factors in the banking sector, a greater percentage of the respondents had a fair knowledge of the existence of such factors which constituted about 72%. The remaining 28% on the other hand do not agree or are not aware of the existence of such factors that motivate them to increase work output or productivity.

Concerning the relationship that exists between motivation and project productivity, it was realised that feel highly motivated when their work environment is conducive and positive. This thus goes a long way to push them to better perform.

Consequent to that, the availability of supervisors that are competent and know what they are about gives the employees a sense of assurance about the tasks assigned to them. This is because the employees are assured of competent supervision from the supervisor's hence optimum delivery of their task assignments.

Also from the analysis it was deduced that aside good working environment and competent supervision career development and/or on the job trainings provided for the employees goes a long way to motivate them. The employees desire to advance in all aspects of their lives hence career development and advancement helps to fulfil this self-actualisation needs as opined by Abraham Maslow which has already been discussed in the second chapter of this study. Employees then tend to give off their best after extra training has been provided for them to improve their output.

Finally as determined in chapter 4, awards and recognition also go hand in hand in motivating employees. These factors tend to satisfy the psychological needs of employees, thus the self-esteem needs which includes feelings of accomplishment. When employees feel like they are recognised for good job done and awarded accordingly then more tasks can be well executed. A pat on the shoulder from management means more to the employees than money as it accords them a sense of belonging and fulfilment.

Allowances and Bonuses according to employees also motivate them to a large extent since it increases high project productivity. They disclosed that these two factors come during periods when things are difficult so to speak and hence affords them some degree of financial relief.

Promotion and growth also enhances project productivity disclosing that promotion rewards for improved effort showing the immediate correlation between motivation and project work performance.

From all the above key findings discussed, from the good working environment to promotions disclosed that the employees of the bank have an appreciable level of regard for motivation. Hence when management puts in place all the above discussed motivational factors it will go a long way to boost employee productivity for projects. Employees have various needs and once these needs are considered and effort are put in place to satisfy them employees gain a sense of fulfilment and give off their best to boost organisational performance.

5.3 Conclusions

This study evaluated the effects of basic motivational factors on project productivity; the case of Zenith Bank Ghana Limited. This study concludes that although there are some motivational packages for workers, it is not deeply grounded. Some employees of the bank are therefore not fully satisfied with the motivational system even though majority are aware and as such reflects on their performance. Since the mass of the respondents agreed that motivational factors highly and extremely increase their drive and enthusiasm which leads to project productivity, it is a clear indication that motivational factors are fundamental in the overall working in the banking sector. The study, therefore, found their performance to correlate with the existence of motivational packages.

5.4 Recommendations

The study disclosed that, Zenith Bank Ghana Limited believes in motivating employees to work harder. Since salaries alone does not boost employees' productivity and has thence made efforts to put in place a number of motivational factors to help boost productivity of the employees. However the management of the bank may not have a fair idea about which of the various motivational factors that have been available motivates employees the more.

1. The researcher will thus encourage the management of the bank focus on improving the work conditions of the employees to boost their morale the more. Work tools and documents needed for task performances should be readily made available for employees as and when they are needed.
2. Supervisors that are tasked to supervise employees should be in the know about the job and competently supervise tasks that they assign to employees. They should make it a point to coach their subordinates the best way possible to improve their performances and also provide them with accurate and timely feedback.
3. The bank should continually provide career development seminars for the employees on regular interval. On the job trainings should be provided to push them to do more.
4. Employees that have worked extra hard and smart should be duly accorded recognition and awarded for jobs well done.
5. The staff should be developed in order to boost productivity and hence improve upon organisational performance on the market. When this is done it will also ensure some level of personal fulfilment and self-realisation.

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APPENDIX

Dear respondent, I am a student of Kwame Nkrumah University of Science and Technology (KNUST) pursuing a Master's program in Project Management. The purpose of this questionnaire is to look at how motivational factors influence workers' performance on company projects in the banking sector: A case study of Zenith Bank Ghana limited. I will be very grateful if you could take a few minutes to complete this questionnaire. Your feedback is very important and you are assured of utmost confidentiality. Thank you in advance for your assistance.

Section A: Demographical Data

1. Gender

- Male
- Female

2. Age

- 21-30
- 31-40
- 41-50
- 51+

3. Educational attainment:

- Bachelors
- Masters
- PhD
- Others (Specify)

4. How long have you been working for the bank?

- < 1yr
- 1yr – 3yrs
- 4yrs – 6yrs
- 6yrs – 9yrs
- >= 10yrs

5. What is your current grade?

- Executive Assistant
- Senior Executive Assistant

- Assistant Banking Officer
- Banking Officer
- Senior Banking Officer

Section B: Knowledge of Motivation

6. Kindly confirm if the under listed motivational factors exist in your workplace.

No.	Motivational Factors	Yes	No
1.	Wage Increases		
2.	Promotion		
3.	Good Working Environment		
4.	Career Advancement/On the Job Training		
5.	Additional Responsibility		
6.	Recognition		
7.	Salary Advancement		
8.	Clothing allowance		
9.	Rent allowance		
10.	Leave allowance		
11.	Christmas bonus		
12.	Fuel allowance		
13.	Mortgage		
14.	Personal loans with low interest		
15.	Auto loans		
16.	Vacations		
17.	Commissions		
18.	Overtime		
19.	Bonus on personal milestones		
20.	Awards		
21.	Appreciation		

22.	Job security		
23.	Health Insurance		
24.	Life insurance		
25.	Benefits for family members		
26.	Welfare packages		
27.	Competent Supervision		

7. Please indicate the extent to which you are motivated to work harder by the following factors at work (if they exist).

No.	Motivational Factors	No effect	Please d but not much	Moderately increases my drive	Highly increases drive and enthusiasm	Extremely increases drive and enthusiasm
1.	Wage Increases					
2.	Promotion					
3.	Good Working Environment					
4.	Career Advancement/On the Job Training					
5.	Additional Responsibility					
6.	Recognition					
7.	Salary Advancement					
8.	Clothing allowance					

9.	Rent allowance					
10.	Leave allowance					
11.	Christmas bonus					
12.	Fuel allowance					
13.	Mortgage					
14.	Personal loans with low interest					
15.	Auto loans					
16.	Vacations					
17.	Commissions					
18.	Overtime					
19.	Bonus on personal milestones					
20.	Awards					
21.	Appreciation					
22.	Job security					
23.	Health Insurance					
24.	Life insurance					
25.	Benefits for family members					
26.	Welfare packages					
27.	Competent Supervision					
Please indicate others and their extent of motivation						
28.						
29.						
30.						
31.						
32.						

KNUST

