

MOTIVATION AND STAFF PERFORMANCE OF COMMERCIAL BANKS IN CALABAR METROPOLIS

BY

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Abstract

This research examines the effect of motivation on staff performance of commercial banks in Calabar Metropolis. The study objectives were to establish the effect of employee's autonomy, growth path, and job benefits on staff performance. A cross sectional survey design was employed. A sample of 150 staff, were selected from population for the study. The data collected through field survey were presented and analyzed using multiple regression technique. Based on the findings it was revealed that, employee autonomy, growth path and job benefits had significant positive effect on staff performance of Commercial banks in Calabar Metropolis. It was concluded that, job performance and quality of service will improve in any organization that motivate its employees because motivation helps people towards achieving goals, gaining positive perspective, creating the power for change, building self-esteem and capability. It therefore recommends that, since staff performance increases when giving a free hand to work or to perform their duties, management of Commercial Banks in Calabar Metropolis should grant bank staff autonomy to improve their efficiency. Also, since growth path is the change that occurs among the staff due to their level of motivation in any establishment, the researcher recommends that, management should reward employees who meet or exceeds target with incentives in order to motivate them to do more as this will increase productivity. And also, job benefits increase staff performance, therefore, the researcher recommend that, appropriate reward should be accorded to staff as this will result in staff effectiveness.

Key words: Motivation, employee autonomy, growth path, job benefits and performance

Introduction

In recent times, managers and management researchers have long believed that organizational goals are unattainable without the enduring commitment of members of the organization. It has been said that the workforce remains the most critical productive asset of any organization. It is the human element that gives direction and dynamism to the organization. In fact, any organization can only grow to the extent made possible by the voluntary and creative application of the skills and expertise of its workforce. It is for this reason that the search ways and means of motivating the workforce for optimal organizational performance has more or less remained a cardinal concern of management since the birth of industrial civilization.

The term motivation is derived from the Latin word 'movere' which means to move (Baron, 2016). Motivation means so many things to different people. Their impact on the individual depends also on his perception of what he considers to be of value to him and invariably influences his action or non-action. Certo (2016), describes motivation as giving people incentives that cause them to act in desired ways. Motivation has also been described as the process of arousing and sustaining goal-directed behaviour (Nelson, 2015), (Etuk, et al., 2022). Motivation can be described as a set of incentives monetary or otherwise, reward and punishment systems which determine or influence staff performance and altitude to work. It is a production of human resource management, and its impact goes on a long way in determining the quality and quantity of production and the level of industrial and labour harmony or disharmony in the organization (Mark & Atairet, 2017).

Interestingly, critical observation has shown that commercial banks witnesses high rate of labour turn over which is an indicator of poor motivation. According to Stanley (2012), in today's marketplace, where companies seek a competitive edge, motivation is pivotal 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

It is therefore imperative that managers understand what motivates employees and also how to motivate them effectively to improve organizational productivity. It's against this background that the study was carried out to examine the effect of motivation on staff performance of commercial banks in Calabar Metropolis.

Objectives of the Study

1. To establish the effect between employee autonomy on staff performance of commercial banks in Calabar Metropolis.
2. To determine the influence between growth path on staff performance of commercial banks in Calabar Metropolis.
3. To assess the effect of job benefits on staff performance of commercial banks in Calabar Metropolis.

Literation Review

Employee autonomy and staff performance

Many scholars emphasize on job autonomy as a factor contributing to enhance employee performance. Stajkovic and Luthans (2018) argues on its positive effect on Employee and eventually firm's performance due to increasing satisfaction, self-efficacy, and mitigating job stress. Others argue that job autonomy contributes to increase in commitment (Shanks, 2013). Etuk (2016) mentioned that motivation employee engagement and more trust-building towards top management (Shanks, 2013). Job autonomy is exercising authority, power, and decision-making by employee within a control of his/her roles. Graves (2020), perceive autonomy as an opportunity to promote employees while others predict it as a melting pot to organizational outcome as they claim job autonomy without proper supervision leads to goal deviations.

The influence of job autonomy on staff performance can be practiced in more than one way. Researchers restricted the effect of job autonomy on performance; to complexes tasks and put aside simple tasks, that job autonomy is considered ineffective on it (Ersenberger, 2016). Supervisor's support to practice autonomy has attracted high level of attention when it comes to autonomy's role in performance as it provides staffs with continuous learning, development and preferences (Mitchell & Liden, 2016).

Sometimes, mediating variable is a trigger to create a link between job autonomy and job performance (Selvarajan & Cloninger, 2016). Similarly, Etuk, Anyadighibe, James, Ulo (2022) refer to self-efficacy that staffs believe in their ability to exert efforts in the light of enjoying a level of autonomy, which enhances the performance of staffs themselves. Job autonomy is one of factors contributing to build trust and raise enthusiasm among staffs that they are part of efforts in achieving results.

Despite all positive aspects of job autonomy mentioned so far, there are authors criticizing job autonomy in certain situations. According to them, drawbacks of job autonomy have bad consequences at organizational and individual level. Olayide, (2021) demonstrates that excessive job autonomy results in unwanted acts that may harm organizational goals. Thus, this study conjectures that,

H₀₁: Employee autonomy has no significant effect on staff performance of commercial banks.

Growth Path

In as much as a baby put to birth today, grows not that very day to become a son but follow gradual and serial processes so as to become that son. This process is also applicable to the establishment of any organization. The parental responsibilities are what motivate the child's growth likewise in an organization what motivate the junior staff for growth is the comfortable working environment, and this source is from the management. A junior staff in a commercial bank cannot remain in one position, to

this very act, managers makes availability of equipment or material, adequate electricity to motivate each staff to give out its very best for due promotion. However, the growth in a work place is a gradual and serial movement of staff from one level to another according to their capacity and involvement. Growth path is the change that occurs among the staff due to their level of motivation in any establishment. Growth path is the transportation of an employee. Thus, this study hypothesizes that,

H₀₂: Growth path has no significant influence on staff performance of commercial banks.

Job Benefits

Benefits come as a result of successful business manager or director, which provides satisfactory services to the employees in any establishment. If an establishment or company rest in the arms of a wrong manager, most of the employees would quit their jobs because their relationship is not in vice-gems with that of the manager. What an employee needs are that which will trigger (motivate) them to work harder. In todays computerized age where everything is based on technology. It is assuming that the working environment should be conducive accompany with light, a better air condition system and time duration in motivating the employees very best effort without stressed (Atairet, Atairet & Mark, 2021).

According to Anyadighibe, Awara, Ezekiel and Eneh (2014), a safe environment with reasonable working hours and a well-organized work place may help promote employee's motivation. In the organization, working conditions such as safety/protective equipment's makes employees feel secure and focused on their work. All things being equal, according to the Assan (2015), Anyadighibe, Etuk, Edim, & Bassey (2022) and Miles (2022), salaries and bonus policies are also the benefits an employee drives in a company. Thus, this study conjectures that;

H₀₃: Job benefits have no significant effect on staff performance of commercial banks.

Staff performance

Staff performance is how an employee fulfills the duties of his/her role, completes required tasks and behaves in the workplace. A continuous process for improving the performance of individuals by aligning actual performance with that desired organizational goal.

Theoretical Framework

Maslow's theory of Motivation (Hierarchy of Needs)

Abraham Maslow's (1954), introduced the theory of Hierarchy of Needs. The Hierarchy-of-Needs theory focused on the idea that human beings are motivated by unsatisfied needs, and that the attainment of a lower need only leads to the quest for the satisfaction of a higher need. Maslow classified human needs into five categories; physiological, survival, safety, love, and esteem. He notes that for a person to act unselfishly, all five needs must be satisfied. He called these needs 'deficiency needs'.

As long as we are motivated to satisfy these cravings, we are moving towards growth, toward self-actualization, in order to present an adequate motivation at the workplace, management must be able to identify and understand the active need of the individual. Maslow's model indicates that fundamentally, lower-order needs like safety and physiological requirements have to be satisfied in order to pursue higher-level motivators along the lines of self-fulfilment. The relevance of Maslow's theory of motivation to this research is that, it will assist commercial banks in Calabar metropolis to reduce or eliminate labour turn over and improve performance of workers by understanding and meeting the basic, safety, social, esteem and self-actualization needs of workers.

Research Methodology

This study adopted cross sectional survey research design by using a structured questionnaire to obtain data from customers of commercial banks in Calabar, Cross River State. In applying cross-sectional survey research design, data were obtained from respondents on a one-time basis within a short period of time and with a sample of 150 respondents. Data were analyzed using multiple regression statistical technique. The study adopted convenience sampling technique to include staff of commercial banks into the survey exercise. In applying this technique, the researcher sought to focus on commercial banks that were conveniently located in areas with huge customer traffic, so that a large number of customers can be surveyed within the shortest possible time period, as suggested by (Etim & Uford, 2019).

This study was based on primary data obtained from staff of banks in Calabar Metropolis with the aid of a structured questionnaire. A 5-point Likert scale questionnaire was adapted for the study. The instrument comprised two sections; namely: Section A (respondents' demographic characteristics such as age, gender, educational qualifications, marital status) and Section B (statements adapted from existing studies to measure the variables of the study). On the questionnaire, the parameters measuring motivation (employee autonomy, growth path and job benefits) were adapted from Anyadighibe, Awara, Ezekiel and Eneh. (2014); Olorunsola *et al.* (2021), Akinleye *et al.* (2020), Nyameh, Budhwar, and Prowse (2020), Adjei *et al.* (2021).

The statements (1-3) were designed to measure employee autonomy; statements (4-6) were designed to measure growth path; statements (7-9) were designed to measure job benefits; while statements (10-12) were designed to measure staff performance. Furthermore, the opinions of respondents were measured on the following 5-point Likert scale: Strongly Agree (SA = 5 points), Agree (A = 4 points), Undecided (U = 3 points), Disagree (D = 2 points) and Strongly Disagree (SD = 1 point).

The instrument of the study was confirmed for reliability through the Cronbach alpha reliability procedure. The questionnaire was hence deemed reliable and adopted for the study, because all its measurement scales generated Cronbach's alpha coefficients from 0.75 to 0.86.

Result and Discussion of Findings

Test of Hypotheses

Independent Variables: Employee autonomy, growth path and job benefit

Dependent Variable: Staff performance

Test Statistic: Multiple linear regression

Decision Criteria: Accept the alternative hypothesis if ($P < .05$) and reject the null hypothesis, if otherwise.

Table 1

Model summary of the effect of motivation on staff performance in commercial banks

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.516 ^a	.266	.251	.57474

a. Predictors: (Constant), Employee autonomy, growth path and job benefit

Table 2

ANOVA^a of the effect of motivation on staff performance in commercial banks

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	17.475	3	5.825	17.634	.000 ^b
	Residual	48.228	146	.330		
	Total	65.704	149			

a. Dependent Variable: Staff performance

b. Predictors: (Constant), Employee autonomy, growth path and job benefit

Table 3

Coefficients^a of the effect of motivation on staff performance in commercial banks

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.080	.379		12.852	.000
	Employee autonomy	.011	.100	.308	4.110	.003
	Growth path	.673	.099	.541	6.808	.000
	Job benefit	.065	.059	.684	9.087	.000

a. Dependent Variable: Staff performance

The findings presented in Tables 1, 2, and 3 illustrate the effect of motivation on staff performance in commercial banks in Calabar Metropolis. The correlation coefficient ($R = 0.516$) in Table 1 indicates a strong relationship of 51.6 percent between motivation and staff performance in commercial banks in Calabar Metropolis. This suggests a significant association between the two variables within the context of this study. The coefficient of determination ($R^2 = 0.266$) reveals that motivation accounts

for approximately 26.6 percent of the variation in staff performance in commercial banks in Calabar Metropolis. This suggests that motivation can influence staff performance in commercial banks in Calabar by up to 26.6 percent, assuming other factors remain constant. In Table 2, the statistical test results ($F= 17.634$, $p= 0.000$) indicate that the effect of motivation on staff performance in commercial banks in Calabar is statistically significant.

Also, from the standardized coefficients column in Table 3, it has been revealed that with a beta coefficient of 0.684 or 68.4 percent, job benefit had the highest contribution to the regression model. The second-highest contributor to the model is growth path, with a beta coefficient of 0.541 or 54.1 percent. Whereas, the least contributing variable to the model is employee autonomy, with a beta coefficient of 0.308 or 30.8 percent. Furthermore, Table 3 demonstrates that all variables tested have p-values lower than the margin of error (0.05), along with positive t-test values [(employee autonomy: p-value = 0.003, $t = 4.110$); (growth path: p-value = 0.000, $t = 6.808$); and (job benefit: p-value = 0.000, $t = 9.087$)]. This indicates that employee autonomy, growth path and job benefit have significant positive effects on staff performance in commercial banks in Calabar Metropolis. Therefore, all null hypotheses are rejected, and the alternative hypotheses of the study are accepted.

Discussion of Findings

The first finding of the study, obtained from the test of hypothesis one, revealed that employee autonomy had a significant positive effect on staff performance in commercial banks in Calabar Metropolis. This finding aligns with the study of Olorunsola *et al.* (2021), which revealed that employee autonomy had a significant positive impact on job performance in the Nigerian banking sector. The finding is also in agreement with the study of Akinleye *et al.* (2020), which revealed that employee autonomy had a significant effect on work performance by employees in the Nigerian banking industry. The implication of these findings is that in the context of the Nigerian banking industry, allowing employees some latitude of autonomy can serve to substantially improve their performance on the job.

In testing hypothesis two, the second finding revealed that growth path had a significant positive effect on staff performance in commercial banks in Calabar Metropolis. This finding aligns with the study of Adjei *et al.* (2021), which revealed that growth path availability had a significant positive relationship with staff performance in the Ghanaian banking sector. The finding also aligns with the study of Quartey *et al.* (2020), which revealed that employee upward mobility had a significant positive impact on job performance in the Ghanaian banking industry. The implication of these findings in the context of this study is that growth path has been confirmed to be an essential employee motivation strategy capable of substantially improving staff performance in the Nigerian banking sector.

Similarly, the test of hypothesis three revealed that job benefit had a significant positive effect on staff performance in commercial banks in Calabar Metropolis. This

finding aligns with the study of Olorunsola *et al.* (2021), which revealed that job benefit had a significant positive impact on job performance in the Nigerian banking sector. The finding also aligns with the study of Quartey *et al.* (2020), which revealed that job benefit had a significant positive impact on job performance in the Ghanaian banking industry. These findings therefore imply that job benefits (whether financial or non-financial) have a crucial role to play in improving employee performance in the Nigerian banking sector. As such, one way of ensuring improved staff performance by bank employees is to ensure the availability and adequacy of job benefits accruable to employees.

Conclusion

Based on the findings of the study, it was concluded that, the employee's autonomy influence staff performance of Commercial Banks in Calabar Metropolis. Since employee's autonomy exercising authority, power, and decision-making by employee within a control of his/her own, perceive way as an opportunity to promote employees. As one of the factors contributing to build trust and raise enthusiasm among staffs that they are part of efforts in achieving results connected positive impact of employees' autonomy on staff performance through high knowledge, skills and ability. The influence of employee's autonomy on staff performance can be practiced in more than one way in Commercial Banks.

The findings also revealed that growth path has a significant positive effect on staff performance of Commercial Banks in Calabar Metropolis, this is applicable to the establishment of any organization as a responsibility to motivate staff towards their growth, what motivate staff for growth is the comfortable working environment, makes availability of equipment or materials, adequate electricity to motivate each staff to give out its very best for due promotion. However, the growth in a work place is a gradual and serial process of staff from one level to another according to their capacity and involvement. The study concluded that, job benefits had a significant positive effect on staff performance of Commercial Banks in Calabar Metropolis. As a tool to motivate employees and their performance most organizations today use to pay pro-motion, bonus, reward etc.

Recommendations

1. Since staff performance increases when giving a free hand to work or to perform their duties, management of Commercial Banks in Calabar Metropolis should grant bank staff autonomy to improve their efficiency.
2. Since growth path is the change that occurs among the staff due to their level of motivation in any establishment, the researcher recommends that, management should reward employees who meet or exceeds target with incentives in order to motivate them to do more as this will increase productivity.

3. Job benefits increases staff performance; therefore, the researcher recommend that, appropriate reward should be accorded staff as this will result in staff effectiveness.

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