

Impact Of Motivation On Employees Job Commitment Within Quoted Banks in Nigeria: Content Analysis Approach

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Abstract – The study examined the nexus between motivational measure and employee job commitment within the financial sectors, a case study of First bank of Nigeria plc. We utilized qualitative research method in generating and analyzing information for the study. The qualitative data were analyzed using content analyses based on the purposive sampling technique in order to come up with findings and discussions as well as recommendations of the study. It was found in the course of the study that motivation remains a vital instrument in improving the commitment of employees in the organization. However, in most organizations, the level of employee commitment has dropped owing to the poor motivational measure applied by management. Also the study found out that employers are constantly seeking for ways to improve the commitment level of the employees. But given the inability of efficient communication channel, some of these organizations find it difficult to actually deduce which form of motivation remains essential in achieving organizational goals. From the findings of the study it was recommended amongst other things that in order to improve the performance of the employees in the organization through boosting their commitment, there is need for management to carefully identify the specific form of financial and non-financial motivational measure in order to boost the commitment of the employees.

Keywords: Motivation, employee job, commitment, organizational goal, banks.

Introduction

Most studies have continued to emphasize the need for improved employee's commitment in an organization given the growing dynamic nature of internal organizational environment. Thus most employers are continually finding new ways of improving the motivation of their employees since it has become the most essential gateway towards achieving organizational productivity and profitability. Although there are other measure which can assist an organization in achieving the needed organizational goals and objectives, motivating the human resources available in the organization has continued to remain a major force which has the capacity to not only improve the commitment of employees towards achieving organizational goals, but also has the potentials of resulting in employee retention in the course of time (Abdullah, 2013).

Therefore Agwu(2013) added that achieving the goals of the organization can only be a reality in the face of increased highly motivated workforces. In the same vein, most studies on organizational behavior has continued to emphasize the decreasing emphasis on the welfare of human resources within an organization, and has directed the effect on low productivity, low profitability, low efficiency, low effectiveness, organizational grievances and disharmony etc. Some of these unfavorable organizational conditions can be easily addressed using motivational measures which can enable management commit the employees towards achieving organizational goals and objectives.

In the same light, Akinmayowa(2008) emphasized on the difficulties associated with administering motivational measures in an organization. The study revealed that most organizations believe that financial motivation remains the only measure that can elicit the commitment of employees in the organization without examining the impact

of non-financial motivation such as king gestures, commendations and accolades for well accomplished task, best employee of the month and year awards (Alam, 2013).

These factors add up to either increase the level of employee commitment or retards same. In addition particularly as it concern financial organizations in Nigeria, there are available evidences based on some empirical studies recently conducted which shows that most of these organization do not value their employees. Some of the factors that lead to this includes the high rate of unemployment in the country which has continually encourage the spirit of low regards for its employees. In the same vein most employee in Nigerian context lack the will to actually work up to the organizational management to seek for an increment either in salary or allowance as well as demand for other motivational benefit owing to the fear that this situation might lead to their sack. Hence this often results in limited commitment at work, as well as lackadaisical attitudes among the employee in carrying out the task, which they have been assigned to do (Andrews, 2014). It's on the premise of the above introduction that the rest of the study basically centers on analyzing the role of motivational measures on employee job commitment in the organization, with special emphasis on Firtsbank of Nigeria plc.

1.2 Statement of problem

Employees in the past were highly recognized and rewarded by their organization, however since the economic meltdown; most organization particularly financial organizations are constantly trying to cut costs which have also affected the additional financial and non-financial benefits which accrue to employee to keep them motivated and more committed in achieving their role and responsibilities. In the same vein most employees has laid more emphasize on the utilization of financial motivational benefits with less emphasis on the very impactful role which non-financial motivational measure has in also enhancing the commitment level of the employees (Baloch, 2010). Particularly as it concern most financial organizationand the case study organization, which is first bank of Nigeriaplc., these institutions has failed in no little way to improve the performance and productivity of their employees through administering motivational measure. Hence most of their employees spend very short time and are always changing their jobs and organization. This not only has a negative impact on the image of these employees but also increases the employee turnover and cost for this financial institution. Monies which would have been spend training, re training and developing their staffs are however redeployed in recruiting new employs who will also abandon the organization in a matter of time given the negative effect which poor motivation has on employee commitment in the organization (Blanchard, 2009).

In addition, low commitment form the employee has several negative effects on theprofitability, growth and development of the organization. Most of these organizations are constantly faced with challenges of poor productivity since the employees would often abandon their task in search of more motivating and career inspiringorganizations (Bozeman, 2011).

1.3 Objectives of study

The study is essentially geared towards examining the effect of motivationalmeasure on employee's job commitment with special emphasis on the evidence form First bank of Nigeria plc. In addition to the above stated aim of the study, the essay also aims at achieving the following objectives:

- i. To examine the concept of motivation and employee job commitment,
- ii. To ascertain other measure to improve employee commitment,

1.4 Research hypothesis

The study is geared towards addressing the following hypothesis, which is deduced form, the above research objectives

H₁: There are other measures that improve employee commitment

H₂: There are ways of effectively implementing motivational measure to boost employee's job commitment.

1.5 Research Method

The purpose of this exploratory study is to bring to the fore how job design, an all-important concept has gained grounds on the front of Human Resource Management in terms of its influence on employee job performance. This research therefore covers the selected Coca-Cola Bottling Company in Abuja. Secondary data were obtained through books, journals, and Internet. Empirical works of other scholars were consulted. A sample size of 213 was obtained from the population of 456 at 5% error tolerance and 95% degree of freedom using Yamane's statistical formula $213(100\%)$ of the questionnaires distributed 151(71%) were returned and 62(29%) were not returned. The questionnaire was designed in Likert scale format. The researchers conducted a pre-test on the questionnaire to ensure the validity of the instrument. A t-sample test was used to test the hypotheses.

1.6 Literature Review

1.6.1 Concept of Motivation

The concept of motivation is a construct, which permeates every organizational behavioral science and has been defined by many as a cumbersome concept hard to define (Carette, Ansel, & Lievens, 2013). The concept refers basically according to Celik (2011) as conditions which increase the likelihood or the intensity, quality as well as compliance to a particular behavior. In the same vein Conrad (2006) defined the concept from an organizational point of view as the entirety of action and inaction taken by organizational managers with the aim of influencing the behavioral directions and outcome of individuals in an organization (Daniel, 2009).

Similarly Danish (2010) added that motivation in line with employee point of views refers to the level of commitment as well as creativity deployed by an organizational worker with the primary aim of achieving some predetermined outcome based on some pre conceived conviction that such efforts will be adequately rewarded. This position similarly emphasizes on the fact that motivation breeds a certain level of conviction within an employee, which inspires him or her to commit his highest potentials towards the realization of a specific objective (Aborisade, 2009).

Hence the managerial activity of motivating an employee is towards improving their level of commitment as well as influences their deployment of creativity irrespective of the working conditions. In this light motivation can either be financial or non-financial. In the case of financial motivation, an employee is expected to feel rewarded either through increased salary, or prompt payment of it, more bonuses at the end of the month, free transportation, additional allowances and other financial benefits, which an employee is granted, aimed at boosting his or her commitment (Bartov, 2012).

Similarly non-financial motivation encompasses all form of motivational benefits, which does not necessarily require an employee to receive physical cash or bonuses. These forms of motivation include increase recognition for exceptional job done, accolades, granting of end of the month awards and other gestures for exceptional task accomplished among others (Bazerman, 2016).

One of the major goals of implementing motivational measures are not separated from the aim of increasing performance either through productivity or profitability essentially aimed at retaining the employee to reduce constant job turnover (Bontis, 2010).

Also Bontis (2010) added that for motivation to be adequate enough it must fulfill the following conditions which included; it must create a sense of control within the employee that he or she is personally responsible for the achievement of such task, it must ensure outcome that communicates intrinsic meaning among the employee and it must also provide the employee with relevant feedback on the actual nature of the work performed. These basic conditions are important in order to ensure the achievement of good motivational measures.

Motivational methods can be through organizational administered measures or those, which were agreed through indirect communication and input of the employees. Motivation can come in the form of giving more responsibilities to the employee, increasing their decision making capacity, sending them on training and organizational sponsored academic study with full salary payment. On the other hand motivation can also come

in the form of flexible working hour, good working conditions, constant salary increment and other promotional packages, job sharing, sincere praises and personal gestures. In this light motivation can be intrinsic or extrinsic. This position was further emphasized by Bontis(2010) who held that increased motivational measures administered to the employee creates the feeling of need and will definitely increase the employee commitment to organizational goals and objectives (DuBrin, 2007).

On the other hand employee job commitment has been clearly defined by many organizational theorists and behavioral scientists. As posited by Elmuti(2003), the concept of job commitment entails variables such as work ethic, job involvement, affective commitment, and continuance commitment as well as other attributes that determine employee behavior in an organization. Ezeoha (2007) stated that since personality determines the attitude as well as dispositions of an individual's, it in turn affects motivations as well as dispositions to carry out a given task. Thus commitment can be emotionally influenced or unemotionally. However it follows a determined form of attachment to a specific organizational goal and objectives, which are influenced, by a certain form of actions (Frase-Blunt, 2011).

Hence there are different forms of commitment in organization, which includes affective commitment, normative commitment, continuance commitment, etc. However Frase-Blunt(2011) added that factors such as training, motivation, and job involvement positively influence employee commitment in an organization (Ibid).

1.7 Test of Hypotheses

A t-sample test was conducted with SPSS to know if the null hypothesis should be rejected or not.

Hypothesis One

H₀₁: There are no other measures that improve employee commitment

Table 1: t-sample test for H₀₁

	Levene's test for equality of variance		T-test for equality of means						95% Confidence Interval of the Difference	
		F	Sig	T	Do	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Skill Variety	Equal variances assumed	.552	.459	3.422	149	.001	.87950	.25704	.37158	1.38742
	Equal variances not assumed			2.927	8.728	.017	.87950	.30045	.19659	1.56241

The null hypothesis was rejected because $p = 0.001 < 0.05$, which means that there is evidence against H₀₁, therefore there are other measures that improve employee commitment.

Hypothesis Two

H₀₂: There are no ways of effectively implementing motivational measure to boost employee's job commitment

Table 2: t-sample test for H₀₂

	Levene's test for equality of variance	F	T-test for equality of means						95% Confidence Interval of the Difference	
			Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Task Significance	Equal variances assumed	.241	.624	3.003	149	.003	1.04521	.34805	35745	1.73296
	Equal variances not assumed			2.581	4.201	.058	1.04521	.40493	.05818	2.14859

The null hypothesis was rejected because $p = 0.003 < 0.05$, which means that there is a strong evidence against H₀₂, therefore there are ways of effectively implementing motivational measure to boost employee's job commitment

1.8 Discussion of Findings

In the course of the study, we deuced that most of the financial industries in Nigeria, rarely utilize motivational measures regularly. In fact a critical assessment of the banking sector shows that most of the banking management do not have a structured motivational administration measure. As the study by Naquin(2011) revealed, most financial institutions' have more than 60% of their staff on contract basis which does not breed any form of motivation, since the employees know that they will definitely be relieved of their duty and responsibilities once their contract expires. This singular basis breeds a form of discouragement on the minds of the staff, which does not motivate them into putting in extra creativity to move the organization forward. In addition even in the case of the employees who are employed on full time basis, the working conditions are very stressful and does not breed any opportunity for career advancement.

In the same light it was found that most employees in financial organization particularly within the banking sector rarely engages their staff for training purpose which could serve as a means of motivation. However this situation further reduced the creativity level of their employees and also reduced the opportunities for increased productivity and profitability (Naquin, 2011).

In some banks where productivity is encouraged, the employers do not adequately communicate with their employee on the need for them to engage in the ideas of the employees in the process of planning as well as implementing such motivational measures. In most cases employees constantly outsource the staffs that determine the motivational measures to be implemented. This therefore results in situation whereby the motivational measures to be implemented does not relate to the needs of the employees.

Furthermore findings from the study revel that in some cases organization may be facing some very devastating financial conditions, which is very peculiar with most banks in Nigeria. This situation therefore results in a situation whereby the banking managers maynot be able to implement any form of motivation since they are faced with limited cash to do so. In this

situation employee's productivity begins to reduce. In some cases some employee may even resign from the organization in pursuit of organization with more enticing offers (Parker, 2011).

The findings of this study further revels that organization can improve their motivational measure as well as the effectiveness of it only if they can work in line with the actual needs and demands of their employee in order to make such measures effective. However no one

Motivational measure is effective in improving employee commitment in an organization (Sanusi, 2010).

1.9 Conclusion

The study has clearly examined the impact of motivational measure on employee commitment in an organization with special emphasis on banking industry. The study has revealed the lack of adequate motivational measure in the banking industry. The study has further emphasizes on the fact that motivational measures has a positive impact on employee job commitment. Therefore the study summarizes that there is need for management to adequately implement an encompassing motivational measures to improve the commitment of their employees.

1.10 Recommendations

Based on the findings of the study the following recommendations are made;

- i. Nigerian banking industry should concentrated efforts in providing good salaries to employees promptly,
- ii. There is need to increase employees responsibility/authority through promotions
- iii. Organizations should find other ways to motivate their employees beyond money.
- iv. Organizations should provide good and positive work environment.
- v. Organizational managers should communicate the company's goals and objectives to employees.
- vi. Organizations should set high standards for employees,
- vii. Organizations should take steps to incorporate the vision of employees for the company

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