

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

The Influence of Motivation on the Performance of Employees in the Ghanaian Banking Sector

Augustine Amihere

Student, College of Economics and Management,
Zhejiang Normal University, Jinhua, China

Abstract:

This study focused on motivational factors and their influence on employee performance in the Ghanaian Banking Sector. The reason for conducting the study was that there has been a problem of employee demotivation in the financial institutions. The research was a survey in the commercial banks in the Accra, the Capital City of Ghana. Data were collected from managerial employees in the Head Offices of the financial institutions. The researcher used questionnaires and interviews as research instruments. Quantitative data was analysed using SPSS while thematic analysis was used in qualitative data analysis. The findings of the study were that most of the banking entities had fairly 'young' employee base that tended to put high valence of extrinsic motivational factors, and that the Financial Institution was providing inadequate extrinsic motivation, which was not in sync with the 'young aged' employee base it had. Most of the participants were in agreement that inadequate motivational factors were responsible for poor job performance. The research showed that inadequate salary and other motivational factors like quality of work life, promotion, supervision, and teamwork lead to counterproductive work behaviour. However, respondents also highlighted that indirect remuneration was being used to ensure adequacy of extrinsic motivational factors and there were efforts to provide housing to the employees in the Financial Institution. The factors responsible for employee demotivation included lack of organisational capacity to provide adequate extrinsic motivational factors. In addition, ineffective performance appraisal systems were a challenge being faced by most banks. The study recommended that the leadership in the financial institutions needed to be aware of the needs of the junior employees and be able to meet those needs. Provision of indirect remuneration could help in motivating the junior employees. There was also need to have ethical codes of conduct to prevent counterproductive work behaviour like absenteeism, lateness, job turnover, loafing, anti-social behaviour, and theft/fraud. Financial Institutions needed to provide equitable remuneration, and training and development of the employees.

Keywords: Counter-Productive work behaviour, employee performance, extrinsic motivation, financial institutions, intrinsic motivation, motivation

1. Introduction

In every organisation, large or small, private or public enterprise, human resources (employees) are always the pillar to the success of the organisation (Mugunzva, 2016). These human elements have their individual drives, desires, needs, wishes and similar forces that they intend to satisfy when they are coming into an organisation. Satisfaction or non-satisfaction of these needs by the organisation has an influence on the behaviour or performance of the employee and eventually on productivity (Olughor, 2014). Accordingly, the usefulness of motivation cannot be over emphasised. Every organisation depends on motivation amongst other factors for the attainment of their objectives. Organisational objectives cannot be fully achieved unless the employees are trained and motivated to acquire the necessary skills, knowledge, and ability to perform their jobs effectively and efficiently (Phiri and Muponda, 2016).

Motivation is divided into two types, which are intrinsic and extrinsic motivation (Wisner, 2011). Extrinsic motivation occurs when external factors such as accommodation, salary, allowances, recognition, and status, influence the levels of motivation (Mehmood, 2012). On the other hand, intrinsic motivation is motivation that comes from inside the individual such as pride for contributing to something worthwhile, being excited by work related challenges and satisfaction in the personal development or growth that may come from work activities that they perform (Caliskan, 2010). A research that was done Bagtasos (2011) showed that if employees are not motivated, they are common signs that include lack of courtesy absenteeism, poor proper conduct to clients, and failure to attend to clients timely. In turn, motivated employees have the willingness to come to work regularly, work diligently, be flexible, and carry out the necessary tasks. Increased motivation combined with effective management practices and supervision creates conditions for good service delivery to an organisation (Mesterova, Prochazka, and Vaculik, 2015).

Despite the significance of motivation, there has been a problem of employee demotivation in the Ghanaian financial institutions leading to poor employee performance. Cases of lateness, absenteeism, and failure to complete tasks and meet deadlines. There has been a great challenge on the part of leadership in organisations in determining how

exactly they can attain maximum motivation for their employees whom they believe would go a very long way to improve on the organisational performance. Universal methods adopted in banking institutions to attain the motivation of their employees have not been satisfactory, as the methods were not directly relevant and customer made to their own specific employees. In order to attain and elicit the desired employee performance and organisational output, employees need to be motivated. It is for that reason that this research intended to fill in this knowledge gap and proposed options for enhancing employee motivation and performance in the financial institutions.

The overall objective of this research was to examine the motivational factors and their effect on employee performance in banking institutions in Ghana. The specific research objectives were to:

- Examine the extrinsic and intrinsic motivational factors in the Ghanaian financial institutions;
- Establish the influence of employee motivation on the job performance in the Ghanaian financial institutions;
- To identify the factors that cause demotivation in the Ghanaian financial institutions, and
- Propose possible options for enhancing motivation and employee performance in the Ghanaian financial institutions.

2. Conceptual and Theoretical Framework

2.1. Conceptual Framework

This research sought to examine the relationship between extrinsic and intrinsic motivation and employee performance in the financial institutions. The extrinsic and intrinsic motivational factors were the independent variables while employee performance was the dependent variable. Figure 1 shows the variables in the study.

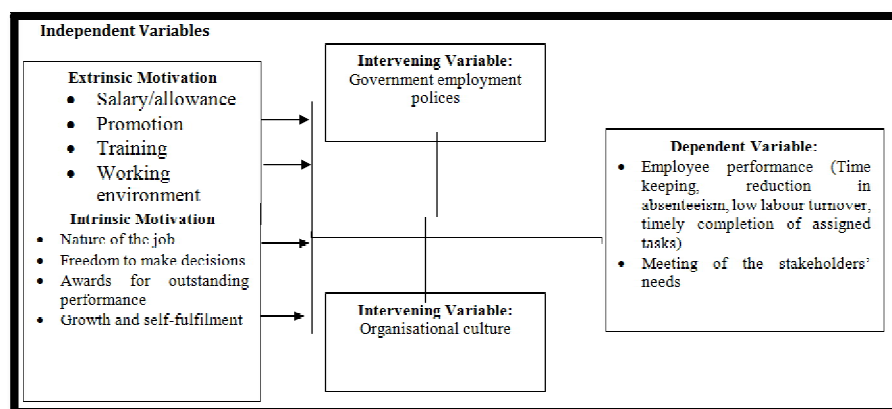


Figure 1: Variables in the Study
Source: Self-Generated by Researcher (2017)

In Figure 1.1, extrinsic and intrinsic motivational factors are the independent variables while employee performance is the dependent variable. Accordingly, the study sought to prove the following hypotheses:

- H_0 : Intrinsic and extrinsic motivation does not have an influence on employee job performance in the Ghanaian financial institutions.
- H_1 : Intrinsic and extrinsic motivational factors have an influence on employee job performance in the Ghanaian financial institutions.

2.2. Theoretical Framework

In this section, there is a presentation of three theories of motivations, which are Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and Skinner's Reinforcement Theory. Focus is on what these theories say pertaining to both extrinsic and intrinsic motivation.

2.2.1. Maslow's Hierarchy of Needs

Different scholars have put forth different explanations on how motivation can be achieved within a company or an organisation. Prominent amongst them is Maslow with the theory of Hierarchy of Needs. Consequently, Maslow in 1943 reasoned that human beings have an internal need pushing them on towards self-actualisation (fulfilment) and personal superiority (Caliskan, 2010). Maslow came up with the view that there are five different levels of needs and once we happen to satisfy a need at one stage or level of the hierarchy, it has an influence on our behaviour (Manzouri et al., 2014). At such level people's behaviour tends to diminish, we now put forth a more powerful influence on our behaviour for the need at the next level up the hierarchy. Firstly, individuals are motivated by physiological needs. According to Maslow the physiological needs forms the basic need for survival and this may include food, warmth, clothing, and shelter. When people are hungry, do not have shelter or clothing, they are more motivated to fulfil these need because these needs become the major influence on their behaviour. On the other hand, when people do not have a deficiency in those basic needs (psychological needs), their needs tend to move to the second level where it is equally seen by Maslow as the higher order of needs (Shephard, 2016).

The second level is seen as the security needs. Security tends to be the most essential need to people at this level. This is expressed in safety in the employee's health and family. The third level of needs by Maslow was the social needs. When feeling secured and safe at work, employees will now place job relations as their focus that is trying to build up a good friendship, love, and intimacy. As one keep moving up the ladder, they will have self-esteem needs. The fourth level of needs by Maslow presents the recognition to be accepted and valued by others. The highest or last level of Maslow's need is self-actualisation needs. Self-actualisation was to develop into more and more what one is to become all that one is competent of becoming.

Based on Maslow's Hierarchy of needs, this study sought to find out the influence of motivation on employee performance in the Ghanaian financial institutions. This theory is relevant to this study because the study is based on the fact that employees of an organisation have the ability perform well. When the employees can see a clear link between an increase in their efforts and an increase in rewards that they personally value, they are motivated to perform 'above and beyond the call of duty'.

2.2.2. Herzberg's Two-Factor Theory

The two-factor theory of motivation presented by Herzberg (1959), cited in Armstrong (2008) distinguishes between intrinsic motivation (recognition, responsibility, autonomy, and ability utilisation) and extrinsic motivation (remuneration, working conditions, promotion, and prestige) which may be linked to job satisfaction and dissatisfaction. The theory further postulates that intrinsic factors are motivators whereas extrinsic (hygiene) factors are essential but do not necessarily motivate employees. Consequently, extrinsic motivation factors simply ensure that some external goal or some externally imposed constraint is met (Abdolvand and Albadvi, 2012).

However, when considering Herzberg's two-factor theory, it is argued that extrinsic factors (or hygiene factors) cannot cause motivation or satisfaction, so it is likely that those factors are not causing high performances. Richards and Schat (2011) argue that an exclusively increase in extrinsic factors will not lead to an increase in performance. However, it seems that there are some extrinsic factors, which can, in combination with intrinsic factors, lead to higher performance. Results from contemporary organisational behaviour research have challenged and revolutionised the traditional proposition that extrinsic factors do not motivate employees. For example, it has been found that extrinsic motivation has an influence on a number of aspects such as employee commitment (Deci and Ryan, 2008), organisational citizenship behaviour (Duffy, 2009), personal accomplishments (El-Fattah, 2010), and low turnover intentions (Ford and Kiran, 2008). A number of researchers like Northouse (2007), Ran (2009), Men (2010), and Mehmood (2012) found positive connections between extrinsic motivation and job satisfaction. It appears then, that extrinsic behavioural contingencies as well as intrinsic motivation are both powerful determinants of motivated employee behaviour.

2.2.3. Skinner's Reinforcement Theory

The reinforcement theories by Skinner (1953) are the antithesis of cognitive theories in the sense that the theories do not relate with human thought process. According to Skinner (1953), cited by Armstrong (2008), reinforcement theory, our behaviour can be explained by consequences in the environment, and therefore, it is not necessary to look for cognitive explanations. Instead, the theory relies heavily on a concept called the law of effect that states behaviours having pleasant or positive consequences are more likely to be repeated and behaviours having unpleasant or negative consequences are less likely to be repeated. Wisner (2011) argue that, under strict reinforcement theory, an individual's own understandings, emotions, needs, and expectations do not enter into motivation, which is purely about the consequences of behaviour.

Skinner argues that all behaviour is 'shaped' and 'maintained' by its consequences (Abu-Jarour, 2014). A person does something because of the reinforcement he/she received from similar behaviour in the past. If the outcome of his action is pleasing to him, the likelihood of his repeating that same action is high. A reinforcer is something that increasing the probability of a behaviour occurring again. People can look upon a reinforcer as a reward or incentive to behave in a certain way. Reinforcers may be tangible like food or money and they can be intangible like praise and approval (Abushaia and Zainuddin, 2012). There are four distinct strategies or methods for inducing desire behaviour and these are positive reinforcement, negative reinforcement, extinction or no reinforcement, and punishment (Cheboi, 2013). Things like a good salary, working conditions, promotion, recognition, and power to make decisions can work as reinforcers (Schermerhorn, 2010).

3. Literature Review

3.1. The Concept of Motivation and its Significance

Motivation is the willingness to exert high levels of effort towards organisational goals, conditioned by the effort's ability to satisfy some individual need (Afshan, 2013). The motivation process begins with an unsatisfied need, which creates tension and drives an individual to search for goals that, if attached, will satisfy the need and reduce the tension. When a person does something, he/she have a reason for doing it. This may take the form of a need that one has to satisfy. Therefore, satisfaction is at the core as far as motivation is concerned and the satisfaction is supposed to have a match with a need (Ahmed and Shafiq, 2014). According to Armstrong and Stephens (2005), the definition of motivation could be divided into three main parts. Acuna, Gomez, and Juristo (2009) state that motivation is an aspect of the behavioural sciences that attempts to answer the question of why human beings behave the way they do. Chandrasekhar (2011) concluded from his studies that achievement; recognition, the work itself, responsibility, advancement, and growth are major satisfiers because of their positive influence. It is essential to note that corporate problems indicate a high demand

for satisfaction and the managers has to link people's actions to their motives in a positive way through motivation. Motivation includes all the efforts on the part of the leaders to encourage his/her staff to perform at their best voluntary in order to ensure successful management and a friendly working environment. Motivation goes beyond mere management and embodies actions productive in nature to coordinate implement and control the state of affairs (Akkermans and Von Oorschot, 2012). There are three components found in the definition of motivation, which is, energising of human behaviour, channelling or directing behaviour towards a goal, and maintain the behaviour (Awadh and Saad, 2013). In general, motivation refers to the complex forces, incentives, needs tensions, and other mechanisms, which start and maintain voluntary activity for the attainment of personal aims. Motivation is important in every organisation. When a person's performance is unsatisfactory, low motivation is often the problem and in many cases, this is true (Mafini and Dlodlo, 2014).

3.2. The Role of Extrinsic Motivation

Extrinsic motivational factors have an influence on employee performance and service delivery (Coetzee, Van Der Merwe, and Van Dyk, 2016). For instance, for a new employee, the first thought concerning recognition is usually money. Adequate salary is essential to employee satisfaction and managers must consider it in all personnel matters. Employees should not have a feeling of underpayment (Spector and Fox, 2010). Extrinsic motivation concerns behaviour influenced by obtaining external rewards (Grant, 2008). Praise or positive feedback, money, and the absence of punishment are examples of extrinsic or external rewards (Jared, Bleak, and Fumer, 2009). Employees are extrinsically motivated if they are able to satisfy their needs indirectly, especially through monetary compensation. Money is a goal, which provides satisfaction independent of the actual activity itself (Spector and Fox, 2010). Extrinsically motivated coordination in firms is achieved by linking employees' monetary motives to the goals of the firm. The ideal incentive system is strict pay-for-performance. Although many economists admit the existence of intrinsic motivation, they leave it aside because it is difficult to analyse and control (Jared *et al.*, 2009). Even if the assumption of opportunism is extreme caricature (Fox, 2007) opportunism as a worst-case scenario is a prudent consideration when designing institutional structures (Georgellis, Lange, and Tabvuma, 2012). Moreover, Shephard (2016) concluded that job applicants seemed to believe that pay is the most important attribute to everyone except themselves. Cheboi (2013) also argue that that lowering wage levels to market parity can even reduce worker productivity. Salary, commitment to supervisors and peers and job security can increase job performances. Through providing one or more of these factors a higher performance is established, therefore the employee gains external satisfaction and is motivated to perform well in the future.

The workplace environment also plays a crucial role for the employees (Forrester, 2011). When employees have more working alternatives, the environment in workplace becomes a critical factor for accepting and/or keeping the jobs (Armstrong, 2008). The quality of environment in workplace may simply determine the level of employee's motivation, subsequent performance, and productivity. How well employees get along with the organisation influence the employee's error rate, level of innovation and collaboration with other employees, absenteeism and ultimately time period to stay in the job (Schermerhorn, 2010). From a safety perspective, Shephard (2016) indicates that environmental conditions affect employee safety perceptions, which influences upon employee commitment.

Inadequate extrinsic motivational factors may lead to counterproductive work behaviour, which in turn compromise service delivery (Gentry, Eckert, Stawiski, and Zhao, 2016). Counterproductive work behaviour (CWB) is employee behaviour that goes against the goals of an organisation (Bayram, Gursakal, and Bilgel, 2009). These behaviours are intentional and result from a wide range of underlying causes and motivations. The forms of counterproductive work behaviour include withdrawal, absenteeism, lateness, job turnover, loafing, anti-social behaviour, and theft/fraud (Bayramet *al.*, 2009). Employee withdrawal consists of behaviours such as absence, lateness, and ultimately job turnover. Absence and lateness has attracted research as they disrupt organisational production, deliveries, and services. According to Bowling and Gruys (2010), unsatisfied employees withdraw in order to avoid work tasks or pain, and remove themselves from their jobs. Withdrawal behaviour may be explained as employee retaliation against inequity in the work setting. Withdrawal may also be part of a progressive model and relate to job dissatisfaction, job involvement, and organisational commitment.

3.3. Significance of Intrinsic Motivation

Mehmood (2012) added that intrinsic motivation is the desire of an individual to perform his/her work well, in order to achieve the satisfaction of intrinsic needs. In other words, an individual performs a task in order to achieve certain types of internal states, which he/she experiences as intrinsic motivation relates to psychological rewards such as the recognition of a task completed (Kennerley and Neely, 2013). According to Bartlett and Ghoshal (2011), intrinsic motives can be satisfied by the work itself. In other words, the task itself is the main source of motivation, since it provides interest, stimulation, challenges, and opportunities for personal growth and achievement to the individual. Intrinsically motivated behaviour is the one that is determined by an individual's need for feeling competent and self-determining.

Intrinsic motivators are responsible for ensuring job satisfaction and include promotion, praise, challenging responsibilities, and initiative. Motivators are satisfiers and can also be referred to as intrinsic factors because they are felt within an individual. It therefore follows that managers should delegate duties, provide feedback (positive and negative), and employees need freedom to do work without interference. According to Shephard (2016), intrinsic motivational tools can be tangible or intangible. Examples of tangible recognition include pins or plaques for length of service or special accomplishments, announcing a promotion with a story and employee's picture in the local newspaper, or advertisement in the local newspaper featuring pictures of key personnel, highlighting their training, experience, and outstanding services. Intangible means of recognition are less formal. A kind word of praise, for example, 'Joe, the garden and lawn look

just great. We have really got a good grounds person', builds goodwill and is recognised by both parties as respect and recognition. Alternatively, a manager can take employees out to lunch at regular intervals, arrange a party for them, such as at Christmas, send each one a card on his birthday, or when sick (Grant, 2008). In addition, employees will be more productive and interested if they feel they are in the right job, best suited for the occupation in which they are in, and being used to the fullest capacity. Periodic checks of employee's production and talks with his supervisor will establish his level of performance. Appropriate adjustments in his job assignment help to keep his work up to his capabilities and are of long-term benefit to both worker and employer (Johnson and Scholes, 2010).

Moreover, self-achievement (also called self-fulfilment or self-actualisation) tops all other considerations as an additional incentive especially for the more ambitious and resourceful employee. Simply stated, a person knows he can climb the business ladder as far as his or her ability can take him or her. This incentive is especially powerful for younger members of an organisation. To motivate and keep the services of the most intelligent and capable of younger employees, organisations must offer opportunity for advancement. Openings for positions of greater authority and responsibility occur from time to time, and each business can offer its own particular inducements (Shephard, 2016).

3.4. Factors Responsible for Employee Demotivation

Demotivation can be resulted of many factors inside and outside the organisation. The factors inside the organisation are related to the financial aspects achieved by the employee. The low income as compared to the effort is considered the principal cause of demotivation (Zhou, 2012). One other important causes of demotivation is the slow development of the employee inside the organisation that leads to demotivation. One more factor is the fear that the employee may get of losing his job or to be replaced by any other person who has more qualification may lead to demotivation (Abu-Jarour, 2014). Moreover, Lee, Scheunemann, Hall, and Payne (2012) argue that there are many reasons behind low staff morale, but the top reason mentioned the most by researchers is poor leadership. Johnson and Scholes (2010) emphasised the importance of the leaders' role, since organisations are significantly influenced by the leaders' vision and decisions. Lee *et al.* (2012) stated that poor leadership has negative effects on staff morale. Moreover, the distrust of management, poor interpersonal relations (relationships between leader and staff), and inflexible working conditions could be other factors that affect staff morale. Tefera (2014) also believes that low morale may be caused by departmental layoffs or closures, labour negotiations and contract disputes, high employee turnover rates, changes in leadership, and unclear expectations. They also stated that the lack of opportunity for personal growth because of unchallenging environments leads to low morale.

In addition, Shephard (2016) states that a number of factors affect the provision of motivational factors. These include the organisation's capacity to pay, prevailing pay and benefits in the industry; compensation in the industry and availability of special competent personnel. In addition, the kind of competencies and abilities in the managers, performance, productivity or responsibilities of individuals, organisation philosophy such as to be leader or pay prevailing rates also affect extrinsic motivation.

There are also challenges associated with performance appraisal. Given that performance appraisals can lead to higher pay and promotion, problems in performance appraisal can lead inadequate extrinsic motivational factors resulting in demotivation. The challenges associated with the design, implementation, and functional use of appraisal systems are well documented, and they continue to be frustrating to both academics and practitioners (Codd, 2005). In one review of appraisal literature, the authors found that regardless of an appraisal program's stated purpose, there were few studies that showed positive effects (Andringa, 2009; Cardno, 2012). Moreover, in a study of 243 managers from 25 Fortune 1000 service and manufacturing companies, 76% of the managers said they were less than satisfied with the performance appraisal process (Longenecker and Fink, 2007). Authorities like Horne and Pierre (2013) also criticised performance appraisal systems as being user centered as it was a reflection of the different and authoritarian approaches used. In some cases, the ratings are never shown to the employees while on other instances the rating scales are not acceptable. It is in the administration of appraisals that problems emerge that might be detriment to the performance of the workers (Phiri and Muponda, 2016). While organisations may seek to make performance evaluation process free from personal biases, prejudices, and idiosyncrasies, a number of potential problems creep into the process. Performance management could emanate from the evaluator namely; the halo effect, central tendency and strictness or leniency, irregular or unscheduled performance appraisal sessions and personal bias (Tefera, 2014). One employee might be rated in a contrasting manner by two different evaluators due this type of error. The correct rate of the employee might not be established if two evaluators are used. This might lead to disputes between evaluators and employees. Evaluators might also be influenced by their personality. They might highly regard the trait they posses. If someone regards himself/ herself as a hard-worker he/she might rate all hard-workers as good performers. Any employee who does not possess such trait might be negatively rated. There might be halo effect especially when an employee is rated based on traits. The halo error occurs when an evaluator regards certain traits as very important for employee performance (Taylor, 2014). If an employee is a good team player, reliable and loyal might be regarded as a good performer. However, scoring high on these traits might not mean that an individual is a good performer. It is also not widely agreed what 'loyalty' and 'good team player' means. It depends on the evaluator. This might create a problem where employee feel that there are being underrated and are not dully recognised. This negatively affects the performance of the employee (Lamikanra, 2013).

3.5. Options for Ensuring Adequacy of Motivational Factors

According to Tefera (2014), it is evident that the salary and benefit of the organisation is highly motivated the employees and significant influence on their performance, organisations should keep its good progress in availing employee with a good remuneration system that should updated according to the labour market. The companies should

create an effective and good performance appraisal system for the fact that, a constructive appraisal system can assist in motivating employees, as well as ensure clear performance evaluation mechanisms. There is a need to increase performance of employees through improving the working conditions (Cheboi, 2013). The leadership style within an organisation also has a bearing on encouraging or inhibiting employee's performance (Armstrong, 2008). Therefore, the management should carefully analyse the needs of its employees, and create a good relationship with employees. Supervisors and management established trust in the integrity and dedication of team members so that employees feel they are able to feel friendly in administration and supervision with their immediate supervisors. Work and decision-making should delegate to lower level managers, supervisors or employees, in order to create a good interpersonal relationship and communication and understand between employees and management. Professional work decision should be out of the influence of the management decisions and interference by giving the freedom of decision to employees.

Motivating employees for better performance encompasses several critical factors. These include employee engagement, organisational vision and values, management acknowledgment and appreciation of work well done, overall authenticity of leadership, financial reward, and career advancement among others (Armstrong, 2008). Employees are expected to come to the workplace with the intrinsic motivation and desire to be successful, be value-added and contribute to the obtainment of an employer's vision. Conversely, it is incumbent upon the employer to provide resources, opportunities, recognition and a cohesive work environment for employees to be successful (Dessler, 2005). Engagement influences motivation and it is reflected in the extent to which employees commit, how hard they work and how long they stay.

Extrinsic motivated behaviour includes actions performed with the goal to have material or social rewards, with outcomes such as job security, benefits, vacation time and public recognition. It is the responsibility of managers to motivate employees, with the goal for employees to contribute to the organisation. Managers can best motivate employees by offering rewards that are meaningful to them (Daniel and Metcalf, 2005). Perry (2006) did emphasise that employees who participate in their organisation's decision-making processes and who feel that they have a voice in the company have a higher job satisfaction. The manner in which the employees are treated is a strong determinant of employee motivation and performance. Lawler (2003, pp.12) emphasises that "treating people right is fundamental to creating organisational effectiveness and success. It is also easier said than done." According to Lawler (2003, pp.12), this includes "a highly complex set of actions on the part of both organisations and employees. Organisations must develop ways to treat their employees so that they are motivated and satisfied; employees must behave in ways to help their organisations become effective and high-performing." This winning combination for performance requires a partnership between the organisation and the employees. To provide people with meaningful work and rewards, organisations need to be successful. In addition, to be successful, organisations need high-performing individuals (Tefera, 2014; Phiri and Muponda, 2016). The challenge is to design organisations that perform at high levels and treat people in ways that are rewarding and satisfying. To describe this mutually beneficial relationship, he uses the term virtuous spiral, a relationship that occurs when the organisation values its employees, and in return, workers are committed to high performance.

Performance is carefully noted at all levels of the organisation. No matter an individual's title, everyone has the opportunity to lead in some capacity and have a positive influence on performance. Understanding the value that can be achieved through different roles is one way of providing motivation, performance, and thus leadership skills (Coetzee et al., 2016). Workers have better results when they can identify with those they serve. Specifically, face-to-face interactions and task significance are key drivers for motivation and performance. Making human connections is critical for motivation, leadership, and high job performance. Motivation and performance increase simply by an employee's awareness of the influence of his or her job on others. Shephard (2016) also stated that trust is a powerful motivational tool and those leaders that are more transparent with their employees will find surprising results and new types of opportunities to develop talent.

Training and employee development is also essential as it enhances chances for promotion (Schermerhorn, 2010; Muller, 2011). Robbins (2009) notes that employee competencies change through effective training programs. It therefore not only improves the overall performance of the employees to effectively perform their current jobs but also enhances the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organisational performance. Training has been proved to generate performance improvement related benefits for the employee as well as for the organisation by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behaviour (Schermerhorn, 2010; Griffin, 2012).

4. Research Methodology

This study was guided by both the positivism and anti-positivist philosophies. When looking at the issue of motivation and its influence on employee performance, there are both objective and subjective aspects in the debate. Therefore, it was expected that a mixture of the two approaches would yield more reliable data than reliance on one philosophy. This study was a survey in the Financial Institutions in Ghana. The target population of this study was made up of all the employees of Financial Institutions in Ghana. The study used purposive sampling to establish coverage of the sample and there was focus on the head offices of the Financial Institutions in Ghana (Treasury, Marketing, Human Resources, Operations, Finance, Risk and Audit, and Information Technology). The researcher used questionnaires and interviews as research instruments. Electronic mail and telephonic interviews were used to collect that data. Quantitative data was analysed using the Statistical Package for Social Sciences (SPSS) version 20. Qualitative data analysis was done using thematic analysis.

5. Findings and Discussions

5.1. Extrinsic and Intrinsic Motivation in Financial Institutions

5.1.1. Intrinsic Motivation

The study sought to establish the extent to which the participants value extrinsic motivational factors. There were questions on whether the respondents were happy with the extrinsic motivational factors that were being provided by the Ghanaian financial institution. Table 1 shows the responses on the satisfaction of the employees with the extrinsic motivational factors in the financial institutions.

Question	Responses (Number of Participants)					Mean Response
	1	2	3	4	5	
I am happy with my pay and the amount of work I do	60	40	0	0	0	1
I am happy with the benefits package accruing to me on my job	60	40	0	0	0	1
I am happy about my job's vacation/leave policy	10	10	0	50	30	4
The pay policy on my job is fair	50	30	10	0	0	1
I am happy about the adequacy of facilities for my job	60	40	0	0	0	1
I am happy about the employment conditions in my organisation	60	40	0	0	0	1
I am happy with the quality of my work life	60	40	0	0	0	1
There is good teamwork in the organisation	10	10	0	50	30	4
I can always talk with workmates if I have a work-related problem	0	10	0	60	30	4
My relationships with members of my work group are friendly and professional	10	10	0	50	30	4
I have established the relationships that I need to do my work properly	0	10	0	60	30	4
Other work units are helpful whenever assistance is required	0	10	0	60	30	4
I am happy about the chances for advancement on my job	40	45	15	0	0	2
There are regular opportunities for professional development	40	50	10	0	0	2
My organisation will promote me to a higher job rank based on abilities	20	25	55	0	0	3
Chances for promotion on my job motivate me to perform better	40	50	10	0	0	2
I am happy about the competence of my superior in making decisions	20	25	55	0	0	3
I have faith in the quality of leadership of my superiors	20	25	55	0	0	3
My leaders give me positive feedback on my work	40	50	10	0	0	2
My leaders reward me when I do well	40	50	10	0	0	2

Table 1: Responses on Extrinsic Motivational Factors

Key: 1: Strongly disagree 2: Disagree 3: Unsure 4: Agree 5: Strongly agree

According to the findings in Table 1, the employees gave low ratings on most of the questions pertaining to the extrinsic motivational factors. There were a few areas where positive ratings were given, for instance, most of the respondents said they were happy about the job's vacation/leave policy. In addition, all the questions pertaining to the interpersonal relations received positive ratings and the mean response rate was '4' (agree). Most of the participants said that there was good teamwork in the organisation, and that they can always talk with workmates if they have work-related problems. More so, there was overwhelming agreement that the relationships with members of the respondents' work groups were friendly and professional, they established the relationships that they need to do work properly, and that the other work units were helpful to their work unit whenever assistance is required.

The leave policy and the interpersonal relations were the only extrinsic motivational factors that received positive ratings as most of the motivational factors like remuneration and leadership styles had average ratings of '1' strongly disagree, '2' (disagree), and '3' (unsure). The findings in Table 1 largely show that the Ghanaian financial institutions were providing inadequate extrinsic motivation, which was not in sync with the 'young aged' employee base it had. The 'young employees' who constitute the majority of employees in the financial institution tend to value basic needs. This argument is supported by Maslow's Hierarchy of Needs, which states that, firstly, individuals are motivated by physiological needs. According to Maslow the physiological needs forms the basic need for survival and this may include food, warmth, clothing, and shelter. When people are hungry, do not have shelter or clothing, there are more motivated to fulfil these need because these needs become the major influence on their behaviour. On the other hand, when people do not have a deficiency in those basic needs (physiological needs), their needs tend to move to the second level where it is equally seen by Maslow as the higher order of needs. The second level is seen as the security needs. Security tends to be the most essential need to people at this level. This is expressed in safety in the employee's health and family. The third level of needs by Maslow was the social needs. When feeling secured and safe at work, employees will now place job relations as their focus that is trying to build up a good friendship, love, and intimacy. Most of the employees in the Ghanaian financial institutions placed value on extrinsic motivational factors and argued that the organisations were inadequately providing for these factors. Figure 2 shows the responses on the adequacy of extrinsic motivational factors.

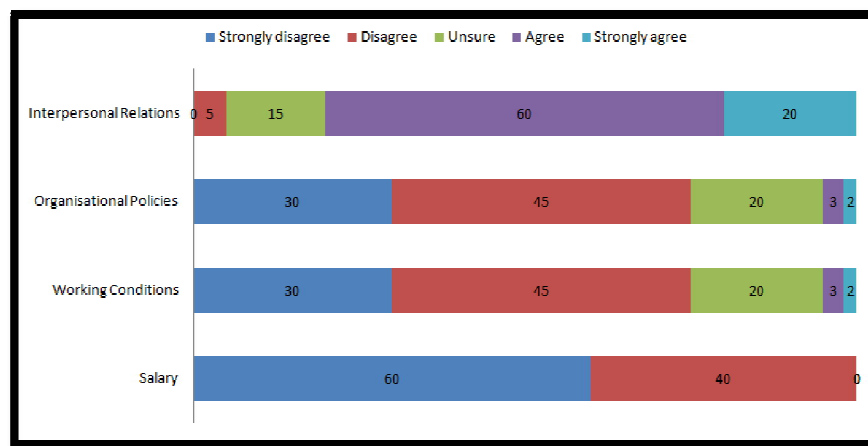


Figure 2: Adequacy of Extrinsic Motivational Factors

Figure 2 shows that most of the respondents were in agreement that only the interpersonal relations were the adequate the extrinsic motivational factors. On the adequacy of organisational policies and working conditions, 75% of the respondents were in disagreement. In addition, all the 100 participants either strongly disagreed or disagreed that salary was adequate. The inadequacy of extrinsic motivational factors could be causing poor job performance. This argument is supported by literature. According to Ryan and Deci (2000), extrinsic motivation factors simply ensure that some external goal or some externally imposed constraint is met.

In addition, contemporary organisational behaviour research challenged and revolutionised the traditional proposition that extrinsic factors do not motivate employees. For example, it has been found that extrinsic motivation has an influence on a number of aspects such as employee commitment (Kinicki and Kreitner, 2003), organisational citizenship behaviour (Kavanaugh, Duffy and Lilly, 2006), personal accomplishments (Crompton, 2003) and low turnover intentions (Wegge, Van Dick, Fisher, Wecking and Moltzen, 2006). A number of researchers like Hoole and Vermeulen (2003), Moynihan and Pandey (2007) and Thompson (2003) found positive connections between extrinsic motivation and job satisfaction. It appears then, that extrinsic behavioural contingencies as well as extrinsic motivation are both powerful determinants of motivated employee behaviour.

5.1.2. Intrinsic Motivation

The respondents were asked to show their level of agreement in terms of the intrinsic motivational factors in the Ghanaian financial institutions. The findings are summarised in Table 2.

Question	Response					Mean Response
	1	2	3	4	5	
The nature of my job satisfies me	40	45	15	0	0	2
I am happy with the feedback, recognition and praise that I receive from my superiors	40	50	10	0	0	2
I have the freedom to make decisions concerning my work	40	50	10	0	0	2
My organisation gives awards for outstanding performance	20	25	55	0	0	3
My organisation offers opportunities for growth and self-fulfilment	20	25	55	0	0	3
Our managers take employees out to lunch at regular intervals, arrange a parties for them, such as at Christmas and birthdays	40	50	10	0	0	2

Table 2: Intrinsic Motivation

Key: 1: Strongly disagree 2: Disagree, 3: Unsure, 4: Agree 5: Strongly agree

According to Table 2, most of the respondents gave adverse ratings on intrinsic motivation. The mean response on job satisfaction was 2 (disagree) while the mean response on whether the employees were happy with the feedback, recognition and praise that they receive from the superiors also had a means score of 2. In addition, it was also pointed out that the employees had no freedom to make decisions concerning their work and there were limited opportunities for growth and self-fulfilment.

5.2. Influence of Employee Motivation on Job Performance

The participants were asked to comment about the influence of extrinsic and intrinsic motivational factors on job performance. There was a question on whether inadequate extrinsic motivation lead to poor job performance and the findings are shown in Figure 3.

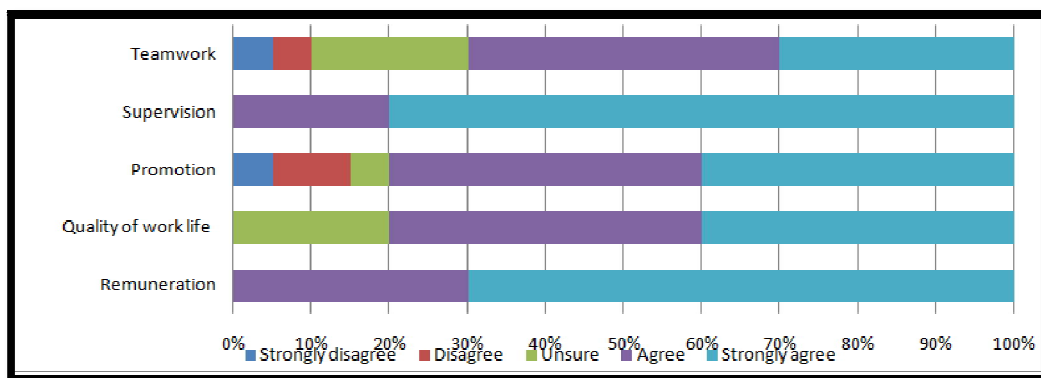


Figure 3: Inadequate Extrinsic Motivation Lead to Poor Job performance

Figure 3 shows that most of the participants were in agreement that inadequate extrinsic motivational factors were responsible for poor job performance. After being asked to comment on the view that inadequate extrinsic motivational factors were responsible for poor job performance in Financial Institutions, most of the respondents argued that remuneration, quality of work life, promotion, supervision, and teamwork were causing demotivation and poor job performance. It is essential to note that extrinsic and intrinsic motivational factors have an influence on employee performance and job performance. For instance, for a new employee, the first thought concerning recognition is usually money. Good pay is vital. However, there are other factors, which are of major importance, steady work, comfortable working conditions, good working companions, good supervision, the actual nature of the job itself, and opportunities for advancement. Good pay is essential to employee satisfaction and managers must consider it in all personnel matters. Employees should not have a feeling of underpayment. Pay is the best and most tangible form of recognition of the employee's worth to the company. Besides actual pay increases, other forms of monetary recognition commonly used are bonus plans, profit sharing, and extra pay for reducing costs (cost reduction programs). Figure 4 shows the responses on whether extrinsic motivational factors affect job performance.

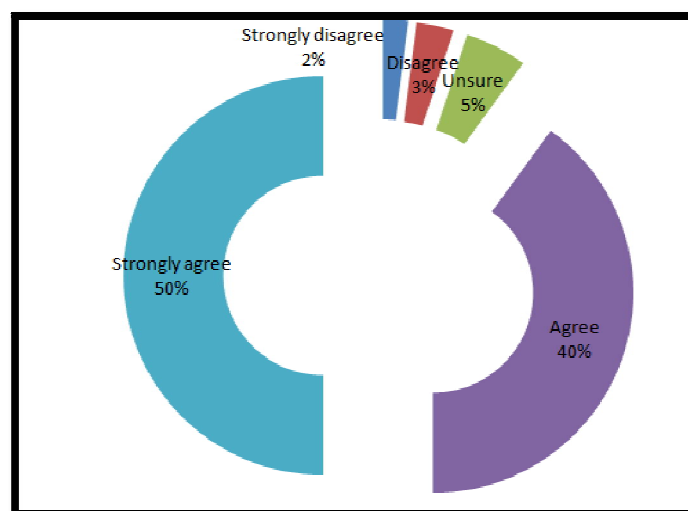


Figure 4: Extrinsic Motivational Factors Affect Job Performance

According to Figure 4, only 2% of the respondents strongly disagreed that inadequate extrinsic motivation affect the performance of employee, 3% disagreed while 5% were unsure. Figure 4 also shows that 40% agreed that inadequate extrinsic motivation had a negative effect on performance while 50% strongly agreed.

In addition, most of the respondents were of the view that inadequate intrinsic motivational factors were also responsible for poor employee job performance in Financial Institutions. It was pointed out that the employees were not happy with the nature of their jobs, there was no recognition and freedom to make decisions. In short, there was no employee empowerment, which is essential in motivating employees. This revelation is a variance with the prescriptions in literature, which point out that organisations need to empower their employees (Armstrong, 2008; Johnson and Scholes, 2010; Shepherd, 2016).

The respondents were also asked to comment whether inadequate motivation leads to counterproductive work behaviour. The findings are in Figure 5.

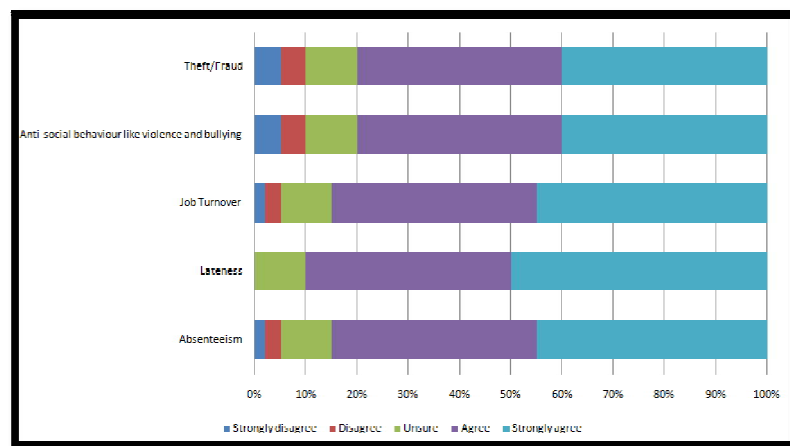


Figure 5: Inadequate Motivation Leads to Counterproductive Work Behaviour

Figure 5 shows that most of the participants said that inadequate salary and other motivational factors like quality of work life, promotion, supervision, and teamwork lead to counterproductive work behaviour. The examples of counterproductive work behaviour are absenteeism, lateness, anti-social behaviour like bullying, and theft/fraud. The findings of this research agree with Bayramet *al.* (2009), who argued that inadequate extrinsic motivational factors may lead to counterproductive work behaviour, which in turn compromise job performance.

Counterproductive work behaviour (CWB) is employee behaviour that goes against the goals of an organisation. These behaviours are intentional and result from a wide range of underlying causes and motivations. The forms of counterproductive work behaviour include withdrawal, absenteeism, lateness, job turnover, loafing, anti-social behaviour, and theft/fraud.

Consequently, Figures 5.2, 5.3., and 5.4 showed inadequate motivation was responsible for poor job performance. Therefore, the study accepts the alternative hypotheses (H_1), which pointed out that: 'Intrinsic and extrinsic motivational factors have an influence on employee job performance in Financial Institutions'.

5.3. The Factors that Cause Demotivation in Financial Institutions

The study sought to establish the factors responsible for employee demotivation and the challenges that the Ghanaian financial institutions was facing in providing adequate extrinsic and intrinsic motivational factors. The research showed that a number of factors were responsible for employee demotivation in the financial institution. There was consensus that the Ghanaian financial institutions were providing inadequate remuneration, job security was inadequate. The respondents pointed out that there was lack of employee empowerment (freedom to make decisions affecting work). In addition, some of the jobs were routine, not challenging and did not result in the development of employees' skills.

Furthermore, there was absence of feedback on job performance. Another challenge was that of unfairness in performance appraisal. Most of the respondents said that there was lack of opportunities for advancement and growth. The leadership in the financial institutions was also accused of unfair discrimination of employees (unequal treatment of staff) as there were allegations that expatriate and white employees were given preferential treatment. Figure 6 provides an illustration of the results on the factors responsible for employee demotivation.

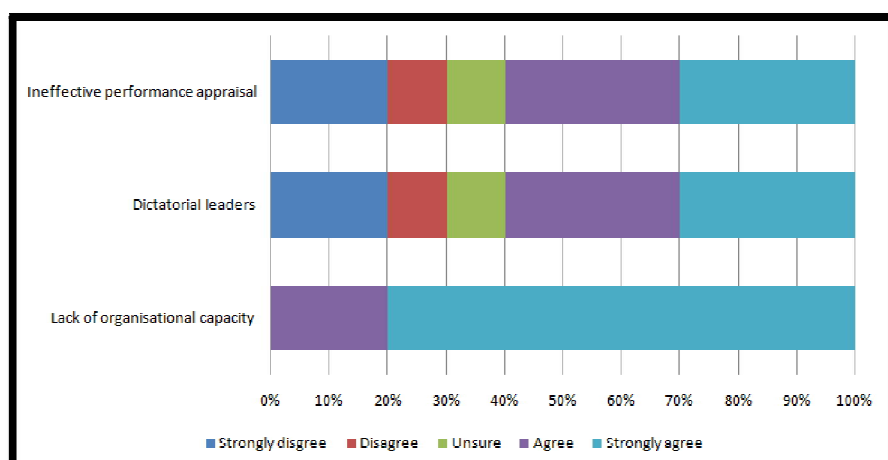


Figure 6: Factors Responsible for Demotivation

According to Figure 6, all the 100 participants were in agreement that the financial institutions lacked capacity to provide adequate extrinsic motivational factors. In addition, 60% of the respondents were in agreement that dictatorial leadership was a challenge, 10% were not sure, while 30% were in disagreement. In addition, Figure 6 shows that 60% of the respondents were in agreement that ineffective performance appraisal systems were a challenge being faced by

financial institutions in providing salary, benefits, and other motivational factors like quality of work life, promotion, supervision, and teamwork. The findings of this study agree with literature. According to SAPRU (2013), a number of factors affect provision of extrinsic motivational factors. These include the organisation's capacity to pay, prevailing pay and benefits in the industry; compensation in the industry and availability of special competent personnel. In addition, the kind of competencies and abilities in the managers, performance, productivity or responsibilities of individuals, organisation philosophy such as to be leader or pay prevailing rates also affect extrinsic motivation. There are also challenges associated with performance appraisal. Given that performance appraisals can lead to higher pay and promotion, problems in performance appraisal can lead inadequate extrinsic motivational factors resulting in demotivation. The challenges associated with the design, implementation, and functional use of appraisal systems are well documented, and they continue to be frustrating to both academics and practitioners (Codd, 2005).

5.4. Options for Enhancing Adequacy of Motivation in Financial Institutions

The study sought to explore the possible options for enhancing the adequacy of motivation in the Ghanaian Financial Institutions. The findings are summarised in Figure 7.

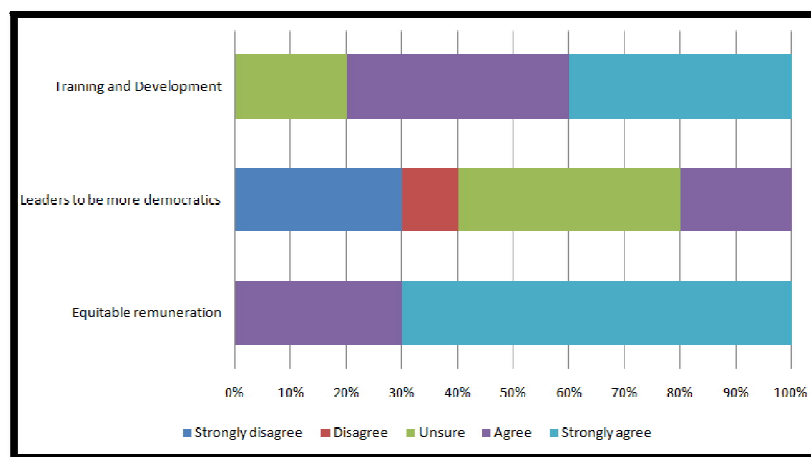


Figure 7: Options for Enhancing Adequacy of Motivation

According to Figure 7, all the participants were in agreement that there was a need for equitable remuneration. The findings agree with literature. According to Tefera (2014), it is evident that the salary and benefit of the organisation is highly motivated the employees and significant influence on their performance, organisations should keep its good progress in availing employee with a good remuneration system that should updated according to the labour market. Financial Institutions should create an effective and good performance appraisal system for the fact that, a constructive appraisal system can assist in motivating employees, as well as ensure clear performance evaluation mechanisms. There is a need to increase performance of employees through improving the working conditions. The leadership style within an organisation also has a bearing on encouraging or inhibiting employee's performance (Armstrong, 2008).

Figure 7 also shows that 75% of the respondents were in agreement that there should be training and development of the employees while 25% were not sure. These findings are supported by literature. Training and employee development is also essential as it enhances chances for promotion (Schermerhorn, 2010; Muller, 2011). Robbins (2009) notes that employee competencies change through effective training programs. It therefore not only improves the overall performance of the employees to effectively perform their current jobs but also enhances the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organisational performance. Training has been proved to generate performance improvement related benefits for the employee as well as for the organisation by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behaviour (Schermerhorn, 2010; Griffin, 2012).

Moreover, Figure 7 shows that there were mixed results on the option that the leaders needed to be more democratic, with 45% of the respondents in disagreements, 40% were not sure, while only 15% were in agreement with the assertion. One of the senior employees interviewed argued that it is difficult to ensure democratic leadership in organisations like the financial institutions, were junior employees are largely required to follow the orders given by the managers.

6. Conclusion

This study concluded that the respondents were not happy with the extrinsic and intrinsic motivational factors that were being provided by the Ghanaian financial institutions. The leave policy and the interpersonal relations were the only extrinsic motivational factors that received positive ratings as most of the motivational factors like remuneration and leadership styles had average ratings of '1' strongly disagree, '2' (disagree), and '3' (unsure). Financial institutions were providing inadequate extrinsic motivation, which was not in sync with the 'young aged' employee base it had. In addition, most of the respondents said that they were not satisfied with the nature of their jobs, there was no recognition, and employees had no freedom to make decisions concerning their work.

The research showed that inadequate extrinsic motivational factors lead to poor job performance. Inadequate remuneration, quality of work life, promotion, supervision, and teamwork were causing demotivation and poor service delivery. The extrinsic motivational factors had an influence on employee performance and service delivery. Most of the participants said that inadequate salary and other motivational factors like quality of work life, promotion, supervision, and teamwork lead to counterproductive work behaviour like absenteeism, lateness, job turnover, loafing, anti-social behaviour, and theft/fraud.

Ghanaian financial institutions lacked capacity to provide adequate extrinsic motivational factors. In addition, most of the participants said that ineffective performance appraisal systems were a challenge being faced by the financial institution in providing salary, benefits, and other motivational factors like quality of work life, promotion, supervision, and teamwork.

The possible options for enhancing the adequacy of extrinsic motivational factors in the Ghanaian financial institutions included equitable remuneration, and income generating projects that would enhance the organisation's ability to provide benefits to the employees. Most of the participants were also in agreement that there should be training and development of the employees.

7. Recommendations

Based on the findings of the study, the following recommendations, which could help to improve employee motivation and job performance in the Ghanaian financial institutions and other financial institutions.

- The research showed that the Ghanaian financial institutions was providing inadequate extrinsic motivation, which was not in sync with the 'young aged' employee base it had. Therefore, it was important for the leadership in the Financial Institution to be aware of the needs of the junior employees and be able to meet those needs. Provision of indirect remuneration could help in motivating the junior employees.
- The study showed that motivation has an influence on job performance and accepted the alternative hypothesis (H_1), which stated that: '*Intrinsic and extrinsic motivational factors have an influence on employee job performance in the Ghanaian financial institutions*'. The research showed that inadequate extrinsic and intrinsic motivational factors lead to poor job performance. Therefore, the leaders in the financial institutions needed to ensure that there was adequate salary and other motivational factors like quality of work life, promotion, supervision, and teamwork. There was also need to have ethical codes of conduct to prevent counterproductive work behaviour like absenteeism, lateness, job turnover, loafing, anti-social behaviour, and theft/fraud.
- The results of the study showed that the financial institutions lacked capacity to provide adequate extrinsic motivational factors. There was a need for the leadership in the financial institution to be responsible to the needs of employees. Financial Institutions needed to engage on projects that can enhance its ability to provide adequate extrinsic motivational factors.
- The study showed that the possible options for enhancing the adequacy of motivational factors in the financial institutions included equitable remuneration, and income generating projects that would enhance the organisation's ability to provide benefits to the employees. Moreover, there should be training and development of the employees.

8. References

- i. Abdolvand, N. and Albadvi, A. (2012), A New Approach for Performance Management in Banking Industry Based on CLV, *Information Technology and Computer Science*, 1 (1), 1700-1705.
- ii. Abu-Jarour, S.F. (2014), Person Demotivation in Organisational Life, *International Journal of Business and Social Science*, 5(1), 215-219.
- iii. Abushaia, J.A. and Zainuddin, I. (2012), Performance Measurement System Design, Competitive Capability, and Performance Consequences: A Conceptual Like, *International Journal of Business and Social Sciences*, 3(11), 184-193.
- iv. Acuna, S., Gomez, M., and Juristo, N. (2009), How do Personality, Team Processes and Task Characteristics Relate to Job Satisfaction and Software Quality? *Information and Software Technology*, 51, 627-639.
- v. Adebayo, S.O. and Ogunsina, S.O. (2011), Influence of Supervisory Behaviour and Job Stress on Job Satisfaction and Turnover Intention of Police Personnel in Ekiti State, *Journal of Management and Strategy*, 2(3), 13-20.
- vi. Afshan, N. (2013), The Performance Outcomes of Dimensions of Supply Chain Integration: A Conceptual Framework, *Vilnius Gediminas Technical University Press, Business: Theory and Practice*, 323-331.
- vii. Ahmed, M. and Shafiq, S. (2014), The Influence of Organisational Culture on Organisational Performance: A Case Study of Telecom Sector, *Global Journal of Management and Business Research: An Administration and Management*, 14(3), 20-30.
- viii. Akkermans, H. and Von Oorschot, K. (2012), Developing a Balanced Scorecard with System Dynamics, *Journal of the Operational Research Society*, 7(2), 134-145.
- ix. Antonsen, Y. (2014), The Downside of the Balanced Scorecard: A Case Study from Norway, *Scandinavian Journal of Management*, 30 (1), 40-50.
- x. Armstrong, M. and Stephens, T. (2005), *A Handbook of Employee Reward Management Practice*, London; Kogan Page.
- xi. Awadh, A.M. and Saad, A.M. (2013), Influence of Organisational Culture on Employee Performance, *International Review of Management and Business Research*, 13(2), 102-110.
- xii. Bagtasos, M.R. (2011), Quality of Work Life: A Review of Literature, *Business and Economics Review*, 20(2), 1-8.

- xiii. Bartlett, C.A. and Ghoshal, S. (2011), Building Competitive Advantage through People, *MIT Sloan Management Review*, 84(2), 34-45.
- xiv. Bayram, N., Gursakal, N. and Bilgel, N. (2009), Counterproductive Work Behaviour among White-Collar Employees: A Study from Turkey, *International Journal of Selection and Assessment*, 17(2), 180-188.
- xv. Bolton, L.R., Becker, L.K. and Barber, L.K. (2010), Big Five Trait Predictors of Differential Counterproductive Work Behaviour Dimensions, *Personality and Individual Differences*, 49(1), 537-541.
- xvi. Bowling, N.A. and Gruys, M.L. (2010), New Perspectives in the Study of Counterproductive Behaviour in Organisations, *Human Resource Management*, 20(1), 54-61.
- xvii. Caliskan, E.N. (2010), The Influence of Strategic Human Resource Management on Organisational Performance, *Journal of Naval Science and Engineering*, 6(2), 100-116.
- xviii. Cardno, C. (2012), *Managing Effective Relationships in Education*, London; Sage Publications.
- xix. Chandrasekhar, K. (2011), Workplace Environment and its Influence on Organisational Performance in Public Sector Organisations, *International Journal of Enterprise Computing and Business Systems*, 1(1), 1-16.
- xx. Cheboi, D.K. (2013), *Influence of Extrinsic Motivation on Employee's Performance in Moi Teaching and Referral Hospital Eldoret*, Nairobi; Moi University.
- xxi. Coetzee, R., Van Der Merwe, K., and Van Dyk, L. (2016), Lean Implementation Strategies: How Are the Toyota Way Principles Addressed? *South African Journal of Industrial Engineering November*, 27(3), 79-91.
- xxii. Day, D.V. and Antonakis, J. (2012), *The Nature of Leadership*, Thousand Oaks, California; Sage.
- xxiii. Deci, E.L. and Ryan, R.M. (2008), Facilitating Optimal Motivation and Psychological Well-Being across Life's Domains, *Canadian Psychology*, 49, 14-23.
- xxiv. Duffy, M. (2009), Preventing Workplace Mobbing and Bullying with Effective Organisational Consultation, Policies, and Legislation, *Consulting Psychology Journal: Practice and Research*, 61(3), 242-262.
- xxv. El-Fattah, S.M. (2010), Longitudinal Effects of Pay Increase on Teachers' Job Satisfaction: A Motivational Perspective, *The Journal of International Social Research*, 3(10), 11-21.
- xxvi. Ford, D.L. and Kiran, M.I. (2008), Perceived Leader Effectiveness Across Organisational Roles: Exploratory Evidence from Central Eurasia, *Eurasian Journal of Business and Economics*, 1(2), 131-156.
- xxvii. Forrester, G. (2011), Performance Management in Education: Milestone or Millstone, *Management in Education*, 25 (1), 5-9.
- xxviii. Fox, W. (2007), *Managing Organisational Behaviour*, Chicago; Juta and Company.
- xxix. Gackowski, Z.J. (2005), *Information Systems in Business Environment*, Oxford University Press, New York.
- xxx. Gentry, W.A., Eckert, R.H., Stawiski, S.A., and Zhao, S. (2016), *The Challenges Leaders Face Around the World: More Similar than Different*, Colorado Springs; Centre for Creative Leadership.
- xxxi. Georgellis, Y., Lange, T., and Tabvuma, V. (2012), The Influence of Life Events on Job Satisfaction, *Journal of Vocational Behaviour*, 80, 464-473.
- xxxii. Gevers, L.M. (2012), *Becoming Customer Oriented in Municipalities: A Cultural Challenge*, Master's Thesis, University of Twente, Netherlands.
- xxxiii. Giannikis, S.K., and Mihail, D.M. (2011), Modelling Job Satisfaction in Low-Level Jobs: Differences between Full-Time and Part-Time Employees in the Greek Retail Sector, *European Management Journal*, 29(2), 129-143.
- xxxiv. Gomes, J. and Romao, M. (2012), How Benefits Management helps Balanced Scorecard to Deal with Business Dynamic Environments, *Tourism and Management Studies*, 9(1), 129-138.
- xxxv. Gomes, J., Romao, M., and Caldeira, M. (2013), The Benefits Management and Balanced Scorecard Strategy Map: How They Match, *International Journal of IT/Business Alignment and Governance*, 4(1), 44-54.
- xxxvi. Grant, R.M. (2008), *Contemporary Strategy Analysis, Sixth Edition*, Oxford; Blackwell Publishing.
- xxxvii. Jared, L., Bleak, F. and Fumer, R.M. (2009), *Strategically Developing Strategic Leaders*, San Francisco; Pfeiffer.
- xxxviii. Johnson, P. and Scholes, T. (2010), *Strategic Management Fifth Edition*, London; Pearson Publishers.
- xxxix. Kennerley, M., and Neely, A. (2013), Measuring Performance in a Changing Business Environment, *International Journal of Operations and Production Management*, 23(2), 213- 229.
- xl. Lamikanra, S. (2013), *African Banking Industry Customer Satisfaction Survey*, KPMG, Lagos.
- xli. Lee, C., Scheunemann, J., Hall, R., and Payne, L. (2012), *Low Staff Morale and Burnout: Causes and Solutions*, Illinois; Office of Recreation and Park Resources, University of Illinois
- xlii. Mafini, C., and Dlodlo, N. (2014), The Relationship between Extrinsic Motivation, Job Satisfaction, and Life Satisfaction amongst Employees in a Public Organisation, *South African Journal of Industrial Psychology*, 40(1), 1-13.
- xliii. Majlinda, A. (2005), *Employee Empowerment*, www.articlesbase.com [Accessed 25 July 2017].
- xliv. Maltz, A.C., Shenhar, A.J., and Reilly, R.R. (2013), Beyond the Balanced Scorecard: Refining the Search for Organisational Success Measures, *Journal of Long Range Planning*, 36(1), 187-204.
- xlv. Manzouri, M., Ab-Rahman, M.N., Zain, C., and Jamsari, E.A. (2014), Increasing Production and Eliminating Waste through Lean: Tools and Techniques for Halal Food Companies, *Sustainability*, 6(1), 9179-9204.
- xlvi. Mbabazize, P.M. Mucunguzi, A., and Daniel, T. (2014), The Importance of Building Organisational Cultures for Effective Management of People and Organisations: A Case Study of Bushenyi Local Government in Uganda, *Researchjournal's Journal of Sociology*, 2(3), 1-12.
- xlvii. Mehmood, K. (2012), A Study of Factors Affecting Job Satisfaction, Evidence from Pakistan, *Interdisciplinary Journal of Contemporary Research in Business*, 4(6), 121-140.

- xlvi. Men, L.R. (2010), *Measuring the Influence of Leadership Style and Employee Empowerment on Perceived Organisational Reputation*, Miami; University of Miami, School of Communication.
- xlix. Mesterova, J. Prochazka, J., and Vaculik, M. (2015), Relationship between Self-Efficacy, Transformational Leadership and Leader Effectiveness, *Journal of Advanced Management Science*, 3(2), 109-122.
- l. Mugunzva, E. (2016), The influence of Dimensions of Organizational Culture on the Management of Heritage Sites as Tourism Products in Zimbabwe, *Business and Economics Journal*, 7(2), 1-45.
- li. Northouse, G. (2007), *Leadership Theory, and Practice, Third Edition*, Thousand Oaks, California; Sage Publications.
- lii. Olughor, R.J. (2014), The Influence of Organisational Culture on Firms' Effectiveness, *Journal of Business and Management*, 16(6), 67-70.
- liii. Ozturk, E. and Coskun, A. (2014), A Strategic Approach to Performance Management in Banks, *The Balanced Scorecard*, 11(4), 151-158.
- liv. Phiri, C. and Muponda, G. (2016), Public Confidence and Influence on the Performance and Stability of Banks in Zimbabwe, *University of Zimbabwe Business Review*, 4 (1), 1-14.
- lv. Ran, B. (2009), Motivation, *Journal of Business in Today's Research in Personality*, 42(4), 1109-1115.
- lvi. Richards, D.A. and Schat, A.C.H. (2011), 'Attachment at Work: Applying Attachment Theory to Explain Individual Behaviour in Organisations', *Journal of Applied Psychology*, 96(1), 169-182.
- lvii. Richardson, S. (2014), The Key Elements of Balanced Scorecard Success, *Ivey Business Journal*, 69(2), 7-9.
- lviii. Salem, M. (2012), Balanced Scorecard: Weaknesses, Strengths, and Its Ability as Performance Management System versus Other Performance Management Systems, *Journal of Environment and Earth Science*, 2 (9), 1-9.
- lix. Salteiro, S. (2012), Balancing the Scorecard through Academic Accounting Research: Opportunity Lost, *Journal of Accounting and Organisational Change*, 8 (4), 458-476.
- lx. Schermerhorn, J.R. (2010), *Management*, New York; John Wiley and Sons.
- lxi. Shephard, P. (2016), *The Leadership Brain: How Neuro Science Culture, Gender and Personality Shape Leadership Behaviour*, New Delhi; Brainworks Media.
- lxii. Spector, P.E. and Fox, S. (2010), Counterproductive Work Behaviour and Organisational Citizenship Behaviour: Are they Opposite Forms of Active Behaviour? *Applied Psychology: An International Review*, 59(1), 21-39.
- lxiii. Taylor, J. (2014), Organisational Culture and the Paradox of Performance Management, *Public Performance, and Management Review*, 38(1), 7-22.
- lxiv. Tefera, B. (2014), *The Influence of Extrinsic Motivation on Employee Performance: The Case of Development Bank of Ethiopia*, Addis Ababa; St. Mary's University, School Of Graduate Studies.
- lxv. Toppo, L. and Prusty, T. (2012), From Performance Appraisal to Performance Management, *IOSR Journal of Business and Management*, 3(5), 1-6.
- lxvi. Toyne, P. and Newbuy, P.T. (1985), *Techniques in Human Geography*, London; Macmillan.
- lxvii. Wisner, M.D. (2011), Psychological Strengths as Predictors of Effective Student Leadership, *Christian Higher Education*, 10(3), 353-375.
- lxviii. Zhou, T. (2012), Examining Mobile Banking User Adoption from the Perspectives of Trust and Flow Experience, *Information Technology and Management*, 27-37.