

# The nigerian financial sector business essay

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The reason why most organizations exist is basically to achieve their desired goals and objectives, to sustain a level of high performance through people. To achieve this, an organization will have to give attention to the needs and desires of the people, and come up with different options or strategies on how employees can be motivated through various means like reward, benefits, promotions and incentives to carry out task effectively (Mullins, 2005). By and large, motivation is what drives a person in to achieving something. Kreiner et al (1999) are of the view that motivation is a necessary contributing factor for job performance, the behavior of people is affected by what motivates them and their performance is as a result of motivation and ability. It is of importance to note that this research work refers to motivation within the context of the work environment as a factor that enhances performance in the organization. Understanding individual behavior in the workplace has been one of the most ranked priority for any organization. This is because most important changes like globalization and technological advancement change the structure of how business is done, the workforce behavior and management of employees. To keep up the business state of the art and become productive, the organizations should adapt with these changes (Vercueil, 2001). It has become vital for employers to know what motivates their employees rather than stressing them to increase productivity. The environment, in which the employees work as a team, should be created and sustained so that they are themselves driven towards achieving the common goals of the organization. Hence, motivation is given more attention in the organization to know employees and their different behavior. In any organization, every individual is unique and performs the task based on their mental capabilities and the extent to which

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they are applied at work (Mullins, 2007). Some individuals tend to work really harder than others. If an individual is appreciated for his/her hard work, he/she is more likely to be motivated to perform more effectively. Herzberg et al (1999) described that employees exhibit various attitudes depending on the nature of jobs assigned to them at the workplace. Also, they argued that these attitudes towards their jobs have a significant influence on the performance of the organization. There is a famous adage which is based on Herzberg's thought that if an organization wants its employees to do a good job, give them a good job to do (Giancola, 2010). To illustrate this, during the hard times of the organization, the morality among the workforce determines its success or failure provided that they are made to feel they are essential resources of the organization and are given appropriate chances to prove themselves. Thus, motivated employees are more likely to contribute towards the success and survival of the organization. Motivation has been one of those subject areas which gained lots of interests from organizational psychologists and many scholars since 1930s. Yet, the in-depth knowledge of motivation has been considered as a difficult task (Locke and Latham, 2004).

Therefore, this research work is aimed to identify what motivates employees of guaranty trust bank by applying the concept of existing theories. 1. 2

Background of the organization Guaranty Trust Bank plc. is a foremost Nigerian financial institution with vast business outlays spanning Anglophone West Africa and the United Kingdom (Tasie, G. O.). The Bank presently has an Asset Base of over 2 Trillion Naira, shareholders' funds of over 200 Billion Naira and employs over 15, 000 people in Nigeria, Cote d'Ivoire, Gambia, Ghana, Liberia, Sierra Leone and the United Kingdom (Gtb, Report 2012).

The Bank has a corporate banking bias and strong service culture that have

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enabled it record consistent year on year growth in clientele base and key financial indices since its inception in 1990 (Gtb website). It has helped not only in promoting economic development but also it reduces unemployment problem to some extent by providing opportunities to local people. The basic reason behind selecting this particular bank is because of my interest in it and the fact that this particular area of study (motivation) has been totally neglected by many organizations especially in Nigeria ( Balogun, S. K., Ojedokun, O. A., & Tijani, F. A. (2012) . Moreover, the importance of the subject of motivation cannot be over stated, it affect the main object of organization - efficient production and services. Again, the understanding of this subject area will help in the pursuit of my career goal in the field of human resource management. Also, due to its distinct uniqueness and growing success. The research is carried out based on the responses given by the staff working in the Lagos head office of the bank.

### 1. 3 THE RESEARCH PROBLEM

Employee commitment has been a matter of focus for organizations to be successful and the committed employees are considered as the most important factors of organizational effectiveness (Robertson, et al. 2007). However, retaining committed employees within organization is not an easy job. The employees of modern era work to please their needs as well as realize their individual goals (Drake and Kossen, 2002). Gubman (2003) pointed out the increasing trend of employees doing many jobs at a time in their career and have become more mobile. Employees are no more working in organizations for a long term basis. To a large extent, this trend has been facilitated by " globalization". The problem therefore is how management can reduce and stop this trend. Thus, the needs to understand what motivate and satisfy employees.

### 1. 4 RESEARCH QUESTIONS

Motivation

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needs vary based on individuals and their level of needs, backgrounds, expectations and personal characters. In other words, two different employees working in the same environment may or can have different level of satisfaction. Also, human needs are always dynamic and change over time, becoming sometimes stronger or weaker depending on the situation. According to Simons and Enz (2006), while attempting to motivate the employees, managers make the mistake of assuming wrongly that they understand the employees and their needs and the expectations they want from their work. This research work, therefore will focus on the factors which motivate employees and on the other hand helping managers to understand their employees better. In this context, the questions related to the research are: a)What are the types of motivation techniques applied by managers in GTB? b)How are the techniques and approaches implemented? c)How does the type of motivation techniques and approaches used affect the performance of the employees?

### 1. 5 Research aim

The purpose of this research is to investigate how managers in guaranty trust bank motivate employees. The study aims to analyze the factors managers' employ to motivate employees to encourage them to give their best performances. It also aims to know the extent to which managers in guaranty trust bank are successful in making employees satisfied and committed.

### 1. 6 Research objectives

The study is an account of manager employee motivation in guaranty trust bank one of the leading banks in Nigeria. Hence, the objectives of this research are listed as:

1. To examine the level of employee motivation in guaranty trust bank.
2. To find out if the managers are able to support the employees by providing the right environment.
3. To review the motivational theories.
4. To address some of the issues that can have

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negative impact on the motivation of employees and the steps that can be taken to address it. The research work would be significant to students, other researchers and the bank itself which can be taken as a source of reference.

1. 7 Limitations of the research Motivation is a concept with a broad area of research. It covers a wide variety of theories on factors that motivate people (content theories) along with theories that define how behaviors are initiated, directed and endured (process theories). The research work

focuses only content theories which identify the particular needs that drive the human behavior to perform better or worse. Apart from the above, there are some other limitations for the research asi. There was time constraint to complete this research work as the research had to compete within three months' period.

ii. The data analysis was done based on the employees randomly selected from only the head office branches.

1. 8 Outline of the study Chapter 1: introduction: The first chapter looks at the research topic, an overview of the company selected, followed by statement of problem, research question, purpose of the study and limitations. Chapter 2: Literature Review: this chapter contains reviews of various theories of motivation. The researcher has showed the relationship between motivation and variables like rewards, job satisfaction, job performance, trainings and behavior.

Chapter 3: methodology: this chapter deals with the methods, different tools and techniques I used in the research work for data collection, analysis and interpretation as well. Chapter 4: data analysis: the chapter covers the ways the collected data were compiled and analyzed. The analysis is based on the literature review and survey done via questionnaires in order to best serve

the purpose of the study. Chapter 5: conclusions and recommendations: this chapter comprises of three parts namely findings, recommendations and

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conclusion. 1. 9 Conclusion The main reason behind conducting this research work, the problem area, and the limitations are clarified. A brief introduction of the organization is given on the basis of which this study is done. The basic knowledge of the contents of the research work is also discussed. The bank was believed to be one of the high-end banks in the Nigerian financial institution; it offered a competitive form of reward system comparable to rewards offered by other top end banks in Nigeria such as; Zenith bank and Standard chartered bank plc (Bloomsberg. com). CHAPTER TWOLITERATURE REVIEW2. 1 Employee motivation This literature offers the prominence of motivation among employees all over the world, but for the purpose of this study this research will be studying the staff of the Guaranty trust bank of Nigeria. This literature will also assess the past and the current view of motivation using theoretical frameworks. For example, looking at the past view of motivation through ' Taylorist approach' happens to be the traditional view of motivation which suggests that money is the main motivating factor that makes employees perform well in their work, that workers will be motivated by obtaining high wages when they work in a productively, however, that may not be the case in reality in countries like Nigeria where uncertainty trails daily endeavours. It is also evident that multinational organisations such as Coca Cola and Microsoft have adopted some form of employee motivational strategy in order to gain competitive strategy over competitors and rivals. Nonetheless, despite organisational size, the ideology that motivated workforce is productive, also cuts across small to medium size organisations as well. Therefore, the researchers interest to investigate how employers and employees (financial organisation, specifically Guaranty Trust bank) view motivation, taking into account <https://assignbuster.com/the-nigerian-financial-sector-business-essay/>

external economic and internal sectorial factors which may influence the topic. To begin with, Kretiner (1998) explains that the terminology of 'motivation' was deduced from 'movere', a Latin word which is translated as 'to move' or 'to instigate'. In addition, Mitchell (1982: 81) posits that "motivation is resultant of psychological mechanisms which stimulates purpose, direction and persistence of certain deliberate behaviour which is always aimed towards achieving a purpose". From the view of Baron (1991), motivation is underpinned by a number of core drivers which are responsible for activating, directing and sustaining a particular behavioural pattern. Robbins (2001) also defined motivation as a willing state of mind whereby a person readily commits to increasing his or her amount of participatory effort in attaining organizational set aims and objectives. These increased efforts by employees are meant to provide additional satisfaction for their unattended needs. By and large, in the study of motivation by (Mullins, 2005), He posits that motivation is fundamentally about why people behave the way they do. Mullins, (2005) further explains that the term motivation is characterised by complex dynamics because, behavioural patterns are diverse amongst persons. For instance motivational factors are often dependent on personal prevailing circumstances, and as such needs and wants are bound to vary. To buttress this point, Kretiner (1998) also points out that people have different needs and expectations therefore there are tendencies for them to react in different ways to their job expectations and organisation's norms and practices. This implies that there are no 'off shelf' solutions as to what motivational strategies an organisation can adopt to suit every employee because, what motivates one may demotivate others. Beardwell & Claydon (2007) are of the assumption that when people

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are happy with their working conditions, there is a possibility of increased performance and productivity; hence, the organisation will be at an advantageous position to offer high quality products and services in a bid to attain competitive advantage. More so, Mitchell (1982), defines motivation as the extent to which a person decides to engage in particular behavioural pattern, he also identified a number of common motivational characteristics to arrive at a better understanding, which are as follows; Firstly of all he mentioned that, motivation is an individual phenomenon, which explains why every person is unique in their own ways. This phenomenon is also demonstrated in all of the motivational theories. Secondly, motivation is voluntary and intentional, this statement suggests that motivational behaviours are as a result of actions whereby individuals opt on which behaviours they display as a result of such actions. Also, the intentional aspect of motivations reflects purpose for which organisations or employers wishes to motivate employees at work. Thirdly, motivation is complex, for an organisation to successfully motivate all or most of its employees, there will be a need to pay careful attention to the design stage, taking into account a cafeteria bouquet whereby employees are open to meaningful and limited options. It is important to note that Mitchell (1982), mentioned that managing such bouquet are also as complex as offering them. The fourth point identifies that motivational theories are aimed at predicting behavioural patterns, hence may be easily confused as basis to determine an individual's behaviour motivation is all about actions and the forces that influence it.

## 2. 2 Motivation theories

There are numerous theories which throw more light for an in-depth understanding of motivation. As such these theorists have provided frameworks that managers adopt in recent times in <https://assignbuster.com/the-nigerian-financial-sector-business-essay/>

order to gain useful knowledge on how best to motivate employees at work. According to Mullins (2005) these theories are broken down into; content theories of motivation and process theories of motivation. Content theories deal with recognizing that people have needs as well as identifying what exactly these needs are, and also how they can satisfy such needs. Again, Griffin and Moorhead (2009) described content theories as those theories which help understand the rudiments behind the content or perhaps substance of what motivates behaviour, and example of such theories include 'Hierarchy of Need Theory' and 'ERG Theory'. On the other hand, process theories as the name imply deals with the actual motivation processes, this encompasses attainment of behavioural change in the interest of both employer and employee and also sustaining such changes (Mullins, 2005). For the purpose of this literature review, Maslow's hierarchy of needs theory will be discussed as a content theory. While, Hygiene theory and Equity theory for the process theories.

## 2. 2. 1 Hierarchy of needs theory

The hierarchy of needs theory was developed by Abraham Maslow in 1943. Maslow (1943) proposed that motivation is dependent on a number of needs. When these needs are arranged in a hierarchy or in terms of priority, people's needs are classified as higher order needs and lower order needs. Source: Hollyforde & Whiddett (2002)

Figure 2. 1: Maslow's hierarchy of needs theory

Figure 2. 1 is an illustration of Maslow's hierarchy of needs. The higher order needs consist of the following needs: self-actualization needs such as; personal growth and career development. Esteem needs includes; status and self-respect. Belonging/love needs includes; family and social group. While, the lower order needs comprises of physiological needs which are feeding and upkeep. Safety needs are catering for shelter, warmth and

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all house hold bills (Maslow, 1943). By and large, it is assumed that lower order needs must be satisfied before higher order needs can be attained, bearing in mind that lower order needs are usually concerned basic necessities of existence (Kretiner, 1998).

### 2. 2. 2 Critiques of Maslow's theory

It is pertinent to also note that the hierarchy of needs theory has not gone without its share of criticism. Having reflected upon Maslow's theory, one would be led to believe that the theory is completely right. However, critiques like (Singla, 2010) reports that many researchers have challenged this theory to lack important considerations such as; taking into account that human hierarchy of needs are not permanent, they have the tendency to change over time and may also change as situations change. In addition, Borkowski (2005) also points out strong criticism against Maslow's hierarchy of needs theory where her main point focused on the fact that individuals may decide to pursue higher order needs before attending to basic needs. Borkowski (2005) compared Maslow's theory to Alderfer's ERG (existence, relatedness and growth) theory which; Allows persons to pursue higher level needs before other needs, although the ERG theory still recognises the existence of hierarchy of needs but does not place emphasis on strict ordering of these needs. Also, ERG recognises need preferences between individuals, probably based on socio-culture, hence allowing a flexible structure which accommodates wider range of behaviours. For example, Mother Theresa places her spiritual needs above every other. Lastly Argyris (1957) suggested that in formally designed organisations, with an emphasis on hierarchy and task specification, there tended to be a lack of congruency between the needs of the healthy adult and the demands of the organisation. In these types of organisations, Employees have little control

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over what they do, are expected to have a short-term perspective, be dependent upon and subordinate to hierarchical superiors and are expected to exercise only a few superficial skills and abilities. All of which, argues Argyris, are personality traits more commonly associated with children. Employees' natural desires for a certain level of autonomy are therefore repressed, resulting in feelings of frustration and failure, lowering worker morale and increasing the risk of conflict<sup>2</sup>.

### 2.3 Alderfer (ERG) theory

Maslow's theory of needs was developed upon by Alderfer. In his studies, He shrunk Maslow's five needs to 'ERG' Theory known as; Existence, Relatedness and Growth, which classifies needs categories into only three phases. As cited by (Hollyforde & Whiddett, 2003), Alderfer believes that the main efficacy of his ERG Theory is that his model clarifies the evident grey areas of the Maslow's Hierarchy of Needs, which supposes that next level of need may not be attained if the preceding category is not satisfied. But Laderfer, strongly argues that human needs must not be under rigid hierachy, human needs changes so does thweir source of motivation per time. In this light, Hellriegel et al. (1999) cites three major diference btween Maslows Heirachy of needs and Aderfer's ERG and they are; Firstly, ERG proposes three needs instead of five. Secondly, ERG needs are categorised on concrete continium basis, instead of Maslow's hierachy. And lastly, ERG is more sophisticated because ti does embrace strict hierachical model, rather it allows a back and forth movement between categories of needs, if a hiegher level of need is unsatisfied, the individual may regress to a lower level of need, This is also knowk as frustration andregression principules.

### 2.2.4: Critics of Alderfer's (ERG) theory

Hollyforde & Whiddett (2003) criticises Arderfer that the theory lacks solution in creating motivation

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and satisfaction. They add that the ERG does not lay insights on procedures which managers may adopt, It only a comprehensive list of needs. Also, managers will prefer not to adopt ERG because of its complexities, one of which is that managers deploy generic strategy to address issues of motivation. In ERG theory there are three groups of core needs - Existence, Relatedness and Growth. The existence group is concerned with providing basic material existence requirements and includes the items that Maslow termed physiological and safety needs. Relatedness needs are the needs for maintaining important interpersonal relationships and align with Maslow's social need and the external part of the esteem need. Finally, growth needs involve the intrinsic desire for personal development and include the intrinsic element of Maslow's esteem category as well as self-actualisation needs. The principal difference between Maslow's need hierarchy and ERG theory is that ERG theory does not assume that a lower need must be satisfied before an individual develops the desire for a higher level need. ERG theory therefore allows individuals to seek satisfaction of various needs from different levels of the hierarchy simultaneously. ERG theory also postulates that when a higher order need is frustrated, an individual will increase their level of desire for a lower level need. For example, where an individual is unable to satisfy their growth needs, due perhaps to a restrictive work environment, their desire for rewards such as money is likely to increase.

2. 5: Hygiene theory

The hygiene theory which is now popularly referred to as the two factor theory was firstly introduced by Herzberg in 1959, and was later developed upon in the later. According to Miner (2007), Herzberg as humanist integrated his work into a process behavioural management. Herzberg (1959) in Miner (2007) grounded his theory based on the fact of job

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satisfaction and job dissatisfaction. Miner (2005) explains that; Job satisfaction is as a result of a worker's sense of achievement, recognition (both verbal and physical), the work itself, advancement (growth and promotion) and responsibility. While job dissatisfaction are basically grounded upon all of the prevailing circumstance and conditions under which the actual work is done. These factors include; organisation's culture, policy and practices. Others include; management style and supervision, interpersonal relations, physical working conditions, benefits, salaries and extent of job security. Therefore, Herzberg (1987) insists that when these hygiene factors are either, removed, reduced to minimal or properly managed, the challenge of job dissatisfaction may be overcome, hence creating an atmosphere of increased productivity. (Herzberg, Mausner, and Snyderman, 1959) elaborates that it is not enough to only rid of hygiene factors, organisations will have to ensure that right motivators are put in place if it expects a long term result, this is because hygiene seekers are high risk, and there are tendencies that their appetite will grow beyond the hygiene basics. According to Miner (2007), to counter job dissatisfaction and reduced job performance, organisations must ensure that there is enough focus on intrinsic benefits on the job functions itself, to achieve this, there should be structure in place whereby the amount of work done can be measured. This gives a sense of achievement to employees. Also, there is need for managers to deal with the hygiene factors. For example, paid bonuses, awards and competitive salaries are recommendable. In spite of the assumption that extrinsic pay is considered a hygiene factor, it can also be strategically used as a source motivation. In summary, Herzberg (1987) proposed that pay is mostly associated to job dissatisfaction than job

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satisfaction because pay has a longer term effect on job dissatisfaction than it does on job satisfaction. Finally, managers should create an avenue for a healthy employment relationship whereby employee can actually become part of decision making which is beneficial to both bodies.

## 2. 2. 6 Critiques of Herzberg's hygiene theory

However, having looked at appreciation of the hygiene theory of motivation, the theory on the other hand has been subject to criticism. As cited by Aswathappa (2009), there are quite number of flaws associated with the methodology which Herzberg adopted. And he puts forward that when an employee's situation is going well , he/she takes credit for it, and when it isn't going well hey blame it on extrinsic external factors. Likewise, Aswathappa(2002) highlights concern that the methodology has a low reliability, being that the topic of motivation is so complex that information gathered from the research survey may have been contaminated during interpretation, because all interpretations cannot be treated in one particular way. Another criticism by Aswathappa(2009) also brought to light that hygiene theory ignores situational variables and diversity. An example by Lunenburg and Ornstein (2008), Tomas Sergiovanni has conducted a research to test Motivation-Hygiene theory and he concludes that individuals needs vary amongst different career path. His research compared teachers to accountants and engineers and found that teachers are motivated by recognition, achievements and responsibility. On the other hand they derive dissatisfaction from rigid school policies, organisational administrative norms, poor interpersonal relations with students, parents and colleagues whereas engineers and accountants expressed advancement as their major source of motivation; this was an aspect totally missing from response obtained from teachers. Could this

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mean that teaching offers little or no opportunity for career advancement or has Herzberg's research not taken into account of the situation variables, or is this a proclamation as mentioned by Aswathappa(2009) where a job offers little or no motivation but external circumstances warrants that employees still stay working? Certainly, more research needs to be carried out in order to fully grasp the concept of motivation in its entirety. Lastly as

demonstrated in the diagram blow; Hygiene factors No Dissatisfaction

Dissatisfaction Motivators Satisfaction No Satisfaction Figure 2. 2: Contrasting

views of satisfaction and dissatisfaction. Source: Aswathappa (2002)The

diagram above demonstrates inconsistencies between motivators and

hygiene factors, this illustrates that the theory only provides basic

understanding on explanation of job satisfaction and not really a theory of

motivation because there is no specified measure or bench mark of what

satisfaction represents. Again, Herzberg as not related his theory to

productivity which is the whole essence why many organizations endeavor to

maintain a motivated work force. 2. 2. 7 Equity theory of motivationThe

equity theory of motivation is grounded on the assumption that when two

parties or more enter into an association with each other (for instance;

employer-employee relationship), both parties compare and contrast their

conditions with that of their fellow colleagues both in house and externally to

ensure equity and fairness of their terms and conditions of association.

According to (Armstrong, 2007) view on equity theory, employees tend to

compare their performance and earnings with that of colleagues with similar

job functions both internally and externally to check if they are being

rewarded or treated partially (Kretiner, 1998). From the stand point of

(Hollyforde & Whiddett, 2002) and what he referred to as distributive justice,

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employees are mostly demotivated when they feel partially treated to their disadvantage, both in terms of monetary rewards and career advancement. In most cases, what may become resultant is lack of increased commitment to the organisation, reduced productivity and possibly search of better job offers where they feel more appreciated.

## 2. 2. 8 Critiques of Equity Theory

In contrast, Deutsch (1985) in Beugre (2007: pp, 16) criticises Equity theory of motivation for its lack of "strategic characterization of the relationship between employer - employee or employee - employee in an exchange relationship in which an individual's motivation and cognitive assumptions, where of the understating of justice in the equity formation was not defined at the beginning". This means that the perception of what is equitable and fair if not stipulated in the contract of employment agreement may give way to demotivated employee in future, especially when prevailing circumstances change. Again the criticism also points of the difficulty in sharing mutual reasoning of what is equitable as organisational goals and individual goals differ to a large extent. Also, another critic of Equity theory of motivation (Lunenburg and Ornstein, 2008) puts forward that equity theory only focuses on the issues of inequity as regards motivation, but lacks the ability to predict or proffer solutions in which employers and employees can adopt in equity restoration.

## 2. 2. 9 Vroom's expectant theory

Vroom (1964) posits that individuals tend to deliberately favour work when they believe that it will yield to accomplishing greater outcomes which they consider useful, as compared to relative work. Hence, behaviour is a subject of external influence. (Beardwell & Claydon, 2007) affirms that Expectancy theory is further broken into three key elements, which are; valence, instrumentality and expectancy.

- Expectancy: Also referred to as the E-P

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(Effort – Performance). Expectancy is basically the belief that an individual's EFFORT will yield desired goals. Expectancy is often based on past experience, in relation to present activities. Factors associated with expectancy include; control (perceived control over performance, eg; knowledge and experience), goal difficulty (often occurs when set goals are not realistic) and self-efficacy (an individual's belief about completing set tasks successfully). Instrumentality: as the extent to which an individual believes that carrying out a specific action will lead to desired goals. •Valence: is the value which an individual places on merited or unmerited reward centered on their source of motivation, goals preference and needs. •Instrumentality P-O (Performance – Outcome): this is the confidence that an individual will earn reward for meeting performance expectation. This refers to reward systems and strategies adopted by organizations whether or not managers recognize the need to give a 'well done' path on the back to well deserving employees. Again, how thought through are the strategies which managers deploy. Examples of these rewards include; pay rise, recognition awards and promotions. According to Beardwell & Claydon (2007), Instrumentality relies greatly on employer employee trust, and employers control policies. If employees trust that managers assess and appraise them objectively, then there is high (TRUST) instrumentality. Contrarily, instrumentality is low when equal reward is given for all level of performance. More so, Leopold (2002) maintains that Vroom's expectancy theory explains the characteristics of behaviour and motivation in organisations, especially in addressing challenges associated with rewards and performance. For instance, since it has been established that individuals needs vary (i. e. pay rise, promotion, training and career advancement)

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therefore issue of valence will depend on which of the elements employees place value on. 2. 2. 10 Criticisms of Vroom's theory (Graen, 1969; Lawler, 1971; Porter and Lawler, 1968) are some of the critics of Vrooms expectancy theory. They comment that the model is too simple and deceptive, based on the assumption that rewards automatically enhances productivity . This expectancy theory seems to be idealistic because quite a few individuals see high degree connection between performance and rewards. Also, application of this theory is limited as reward is not directly correlated with performance in many organizations. It is related to other parameters also such as position, effort, responsibility, education, etc. 2. 3 Employee reward and employee motivation In the words of Armstrong (2007: 12), employee rewards are ' all of the employer's available tools that may be used to attract, retain, motivate and satisfy employees'. Armstrong (2010) also suggests that most organisations strategically deploy reward as a tool for enhancing motivation and performance. In a situation whereby the above definitions are the case in reality, it is safe to conclude that employee rewards is firmly rooted in dealing with issues of employee motivation and organisational performance. Hence organisations will have to firstly ensure that a comprehensively designed reward system is in place, capable of maintaining a satisfied work force, before issues of performance and motivation can then be subsequently addressed. Furthermore, Hollyforde & Whiddett (2002) mentioned that a long term performance enhancement can be attained by using pay as form of rewards. This can be achieved through commensurate pay for measure amount of employee input or amount of work done. However, the major challenge organisations may face may include devising an objective structure which can be used in measuring work input. Again, <https://assignbuster.com/the-nigerian-financial-sector-business-essay/>

Armstrong (2007) also outlined another challenge which human resource managers may encounter in the design stage of developing an adequate reward system is measuring input and the choosing between applying as a subject of previous performance and adopting reward in a method that is designed to enhance impending performance. This is also an indication that a huge volume of challenges face by human resource managers in respect of reward management would fall on the misperception concerning desired result and the prevailing realities (Carragher et al., 2006).

#### 2. 4 Forms of motivation

Though financial rewards seems to be one of the most widely accepted form of motivation in the world, though research in recent times reveals that motivation goes a long way beyond financial benefits (Thompson, 1996). Though (Herzberg, 1987) in one of his last work still mentions that pay is important considering the state of the economy around the world, pay creates some level of satisfaction for primary needs which are essential to survival. However, there are other factors which influences motivation, with reference to current theories and framework on motivation such as; Maslow's hierarchy of needs posits that once one level of need is satisfied, individuals tend to lose interest in matters relating to that need, what happens is that they aspire to satisfy a higher level of need. To gain further understanding of factors of motivation, it is imperative to revisit the components of Maslow's hierarchy of needs which are safety and physiological needs, love, esteem and self-actualisation. Managers need to take time in analysing these components in order to develop strategies which is capable of recognizing where individual employees fall within these Maslow's hierarchy of needs. This knowledge would guide managers into creating a work environment and reward system that is meaningful to the

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employees in order to create satisfaction. According to Herzberg (1987), the Hygiene factors and growth are two most prominent issues in motivating employees. From these views, motivation in a workplace has gone way beyond money being seen as the main factor, Based on the farren's12 human needs motivation can be categorised into 2 types (supported by Rudolph & Kleiner, 1989) Extrinsic (Social Motives) related to tangible rewards such pay, pensions, work environment, promotion etc. Intrinsic (psychological motives) related to opportunity to use one's ability, appreciation, positive recognition, sense of belonging etc. Ket de Vries (2001) gives three classification of motivation based on needs and expectations of people at work, economic rewards, Intrinsic Satisfaction, Social relationships as different theories have come up with various factors that are responsible in motivating employees to enhance performance. 2. 4. 1 Intrinsic motivation and Extrinsic MotivationIn order to have an in-depth understanding of employee motivation, it is important to identify the two main forms of motivation, which are the ' Intrinsic motivation' and " extrinsic motivation'. It has been concluded that motivation occurs in two main forms. Firstly, individuals derive innate motivation by performing their duties at work because it gives them some sort of satisfaction either as reward or as sense of fulfilment. Secondly, other categories of individuals are motivated by incentives and other material benefits. With reference to Herzberg et al (1957) in Daft (2006);•Intrinsic motivation: these are the innate features that influence individuals to act in a certain way. This motivation is guided by interest and it comes from within. This type of motivation is gotten from performing a task that an individual enjoys.•Extrinsic motivation: these are things that are done or given to individuals in for them to perform. These

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things may include pay rise, promotion and praises, just to mention a few. Extrinsic motivation comes from external factors, this form of motivation makes an individual to persist with a task he does not like-he only continues because there is a reward at the end. Armstrong (1993) explained further stating that the extrinsic motivators can have a quick and strong effect that might not last for a long period. On the other hand, intrinsic motivators deal with the quality of working life and can have a long term effect due to the fact that they come from within the individual.

#### 4. 2 Financial and nonfinancial rewards

The ' Hygiene theory' is one of the major motivational frame works which is useful in designing reward processes. The hygiene theory (Herzberg, 1987) posits that financial rewards are viewed by most people to be dissatisfying if it is not sufficient, but more of it is not necessarily motivating. What motivates people the most is the nature of the job, job responsibility and appropriate recognition when a good job is done. Based on this particular observation, Herzberg (1987) suggested that if a reward mechanism is to lead to higher degrees of motivation among employees, it is imperative that organizations take into consideration intrinsic motivational variables as opposed to merely emphasising on financial reward. The hygiene theory posits that most individuals have already satisfied their primary needs. There are periods when primary short term needs demand attention over long term developmental demands. In such circumstances, reward should be designed in such a way that it connects the employee's effort to the pay he or she obtains. The view that the design of reward mechanisms should be based on the short term or long term goals of an organization is supported by the hierarchy of needs theory. In this particular context, while money can be used to motivate employees to

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accomplish the short term goals of an organization, it may prove ineffective in the realization of longer term goals. Again, the hierarchy of needs theory suggests that individuals who are at the topmost end of the organizational hierarchy are less likely to be motivated by financial rewards, while those at the lower end of the hierarchy are likely to be more motivated by nonfinancial rewards (Hollyforde & Whiddett, 2002). People at the higher end of the needs spectrum are more motivated by intrinsic motivational variables such as career development and self-development. Maslow (1943) suggested that despite the fact that financial rewards are a useful way of encouraging employees to perform well, more emphasis on it as a sole means of employee motivation is likely to be unsuccessful, especially over the long term. When it comes to the design of reward systems, there is need to decipher where the employees concerns lie especially with respect to the needs spectrum. In this regard, reward systems for lower level employees should be centred on financial rewards, while the reward systems for higher level employees should be centred on non-financial rewards. When it comes to the ways that people can be rewarded for the efforts that they give in the respective job roles, two main reward types come to mind namely; rewards that are extrinsic and rewards that are intrinsic (Armstrong, 2005). Extrinsic rewards differ from intrinsic rewards in the sense that they usually tend to be very tangible and external in nature (Figure 2. 4). Some types of extrinsic rewards include salary, employee bonuses, pay incentives, job security, staff promotion etc. Intrinsic rewards mainly deal with rewards that are internal and intangible. They cannot be seen especially as they influence internal psychological processes within the employee (Figure 2. 3). Some types of intrinsic rewards include things like appreciation after a goal or objective is

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attained, opportunities for new challenges, job rotation after a goal has been achieved and recognition awards. etc. (Armstrong, 2010). There have been arguments about which form of reward is more effective in making a person perform the best in their respective job role or function. Frey (1997) argued that once pay surpasses a subsistence level, intrinsic factors are more potent motivators for staff, and the motivation of staff demands rewards such as satisfaction after a goal has been met and a sense of importance on the part of the staff that his or her contribution has been worth it. Following along the lines of Frey's argument, Armstrong (2005) noted that intrinsic factors tend to be responsible for prolonged or sustained motivational and performance levels on the part of the employee. Armstrong (2005) further suggested that extrinsic factors tend to only lead to short term motivation on the part of the employee. Hafiza et al., (2011) noted that the performance that an organization expects for its staff can only be attained when a staff member obtain a sense of mutual gain of the organization together with himself. Putting the above observations into proper context, companies ought to carefully establish reward processes and policies that measure the performance of employees at all levels and then compensating them properly either through tangible rewards or intangible rewards. This particular position is very important as it often influences the effectiveness of reward in improving job performance. Hollyforde & Whiddett (2002) made an important observation in this specific regard; that job levels are a major determinant of the type of reward systems that are likely to be successful in improving job performance. In their opinion, people are lower end of the organizational ladder (lower level staff) are likely to prefer extrinsic rewards while people at the upper end of the organizational ladder are likely to prefer

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intrinsic rewards. This particular observation reflects the idea of Frey (1997) that once pay surpasses the subsistence or physiological level, intrinsic factors are more effective. For higher level staff, pay is usually not much of an issue rather improving their self-worth becomes an important form of motivation. Bishop (1987) noted that there is a direct relationship between pay, staff productivity and reward processes. Bishop (1987) further stressed that this relationship is often dependent on company size. Bearing in mind this observation, companies need to strike the right balance between employee commitment, employee loyalty and overall company performance.

Figure 2. 3: nonfinancial rewards and the motivation of workforceSource: Hafiza et al., (2011). Figure 2. 4: financial rewards and the motivation of workforceSource: Hafiza et al., (2011). Some philosophers and writers on motivation of employees established that it is impossible to motivate every employee to their satisfaction, with reference to Herzberg's " theory of hygiene needs" and Maslow's " Heirachy of Needs" which puts forward that an individual's needs are endless. Taking for instance, an example by Amabile and Kramer (2007) which points out that managers have come to the understanding that employees have different moods, sometimes good and other times bad, this may be attributed to individual challenges and perhaps issues brought forward from their private lives. However the case, the reasons for such mood swings are yet to be comprehended by existing researches on employee behaviors. Other writers on motivation and filling human needs include, Henry Mintzberg's " Ten Managerial Roles", Michael E. Porter's " Competitive Strategy", Douglas McGregor's " Theory X and Theory Y", Rensis Likert's Management System and Styles", Elton Mayo's " Hawthorne Experiment" are all extensions of human distinctive curiosity.

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Maslow divides the human needs into five categories. Maslow noted that human beings' first category of needs is physiological; the second is safety related; the third is love/belonging to the society; the fourth is esteem and the fifth is self-actualization. The physiological needs which could include breathing, food, sex, sleep, homeostatic and excretion; safety needs include security of one's self, employment, resources, morality, family and health ; love/belonging to society, friendship (being in love and being loved), family, sexual intimacy; esteem which could range from courage, confidence, achievements, respect for others, respect by others and self-esteem; and lastly self-actualization: morality, creativity, spontaneity, problem solving, lack of prejudice, and acceptance of facts (Maslow, 1943). According to Roethlisberger and Dickson (2003), the Hawthorne studies supposedly brought to light the impact of human relations and social phenomenon on motivating employees. Porter (1997) and Mintzberg (1989) both explain that motivation is a tributary connection in management chain. From the view of both theorists, market evolution and motivation both exist in an interconnected link. Herzberg (1959) supposed that every single person has basic hygiene needs which, is tantamount to dissatisfaction if these basic needs are not met. Nonetheless, satisfying these needs only provides short term satisfaction. To buttress this point, looking from a medical context, 'Hygiene' is only an analogy which implies only prevents infection, and failure to maintain prescribed hygiene level may also lead to taking ill. While on the other hand, Herzberg (1959) stressed that when motivator needs are met, the result brings satisfaction. According to Mintzberg (1989) for an organization to effectively motivate employees, human resource managers will have to design an array of mix factors capable of appealing to diverse

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individuals in order to meet with varying needs of complex human dynamics. This can be achieved through workshops and interactive seminars and, or through unanimous intranet medium where employee candid opinion can be harvested for reward design purpose. Hence as complex as this process is. It is worthwhile if the aim can be achieved. Similarly, Herzberg (1987) posits that there are two groups of motivational factors: Firstly, the descriptive factors which are made up of sense of belonging, threats and opportunities, and competence. Secondly are the Contextual factors which also include; working conditions, organizational culture and salaries. In a contrary observation, Herzberg (1959) also outlined that the factors that cause discontent are totally different from positive motivating factors. This factor encompasses achievement, personal development, job satisfaction and recognition. Improving these factors can provide employees; job satisfaction. Herzberg (1959) came to a conclusion that governments should motivate employees through job satisfaction, rather than reward or pressure, he is of the view that financial rewards do not motivate employees. With respect to his research on 200 Pittsburgh Engineers and Accountants made up of middle and top management level employees. He believes that workers cannot be generalized as low-cadre level, whilst Low-cadre employees and employees in developing countries like Nigeria see salary and wages as motivating factors more than anything. According to Levinson (1989; 32) " managers must learn to motivate employees by firstly integrating individual needs with organizational aims and objectives. All employees have ambitions and goals which they want to achieve through their organizations. Myer-Briggs (1956) model discussed human variances. Their model basically looks at different behavioral personalities. These types of behavioral personalities

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are classed into four, and they imply that humans differ in; thinking, feelings, views and the way they see things. To satisfy any individual you must identify what he needs either by observation him/her or through interviewing the individual. As also noted by Spranger (1955) individuals are characterized by six distinctive features as regards motivation, but these features vary from person to person to varying extent which he classifies as; Social aspect which deals with how to relate with others, Theoretical aspect which is concerned with zeal to learn and gain knowledge, Individualistic which covers area of hunger for control and power, Utilitarian concerned with need for money, Aesthetics as related to beauty and harmony and Traditional which refers to zeal to attain ones highest level of achievement. Of all these facets, (Spranger, 1955) believes that every individual is most driven by two which they subconsciously consider most important to them, hence those top two must be achieved for one to begin to feel somewhat level of satisfaction. Therefore, whilst making attempts to motivate employees, managers will start by identifying that in order for employees to commit passionately to their work, the work environment must be met with emotional drives such as comfort, responsibility delegation, learning atmosphere, opportunity for career advancement and work life balance. (Nohria et al, 2008). According to Amabile (1998), " in today's knowledge economy, creativity is more important than ever. But many companies in recent time unwittingly employ managerial practices that kill it. How? By crushing their employees' intrinsic motivation. According to Armstrong (2007) intrinsic motivation is the strong desire from within, to commit fully to carrying out either delegated or voluntary task based on ones found interest and passion in such task. 2. 5 Conclusion In order to gain in-depth

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understanding into how to maintain a motivated work force, it is critical first to identify and understand those elements that motivate individuals. The reason for this is that if employees do not attach some form of valence to motivational elements which they are offered by organisations, the effort may be futile and at same time become waste of resources if expected outcomes are not met, more so it becomes less likely for employees to become committed to the vision and mission. In addition, it is pertinent to also note that motivators are distinct from person to person. Motivational factors are either intrinsic or extrinsic. The motivational factor which individuals fall into depends largely on their needs. Rewards is one of the medium which was explored as a strategy used by organizations to motivate employees. At that, these rewards may also be broadly classified into financial and non-financial rewards. Hence a correlation may be drawn between type of motivation and types of reward. Some employees prefer financial while others may value no financial rewards. It can be assumed that employees at higher level may prefer no financial rewards such as personal development in order to be motivated while the lower level employees may embrace financial rewards such as pay rise.

CHAPTER THREE METHODOLOGY

According to (Saunders et al 2009; Collins and Hussey, 2003), a research work is any study conducted in order to examine a particular phenomenon or subject of interest to a researcher in a methodical style, with main objective of gaining in-depth knowledge, and/or acquiring an understanding of a newly occurring event. More importantly, Walliman (2001) also comments that every research work transcends beyond data collection alone. By implication (Walliman, 2001) suggests that a comprehensive research also entails data presentation and analysis in a methodical style. More so, data and its analysis are an integral

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part of any form of research (Blumberg and Schindler 2011: 280). Likewise, when data is organised, analysed and interpreted, it becomes useful information for a researcher (Hussey and Hussey 1997: 149). In the same light, the Organisation for Economic Corporation and Development (OECD: 2001) defined Data analysis as ‘ the process of transforming raw data into usable information, often presented in the form of a published analytical article which adds value to the statistical output ‘. In order to arrive at a valid outcome for this research work, the researcher will take the above definitions into consideration. Therefore, this chapter will highlight and explain the procedural methodology which will comprise of a sequential break down of processes and procedures used in its data gathering and interpretation.

### 3. 1 Research philosophy

From the view of Saunders et al (2009), research philosophy may be referred to as a researcher’s confidence on his instinct on the best methods of data collection and analysis. Saunders et al (2009) also pointed out two prominent research philosophies which are the; interpretivist and the positivist. According to Collis & Hussey (2005), the interpretivist research philosophy is mostly used by a researcher to query or seek understanding of social phenomena. On the other hand, Collis & Hussey (2003) also defined the positivist research philosophy as one that adopts a scientific and well-structured statistical method of conducting a research, hence both research physiologies cannot be considered to be mutually exclusive. The topic of motivation is a social phenomenon which affects people in all aspects, spanning from individuals private life to behavioral aspects of employees at the work place. Hence, this research will be considering multiple perspectives of employer and employee relationship in order to give context to this research work. These multiple perspective will

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entail quantifying feedbacks as well as seeking scientific deductions into understanding the relationship between the data quantity and impact on motivation. Therefore, for the purposes of this research, the researcher adopted both the interpretivist and positivist philosophies. The rationale for this is because a mix of both philosophies enabled the researcher accomplish the aim of this research as illustrated in the preceding paragraph and stated in the aim and objectives of the study. As illustrated by Downs (1999), in a situation whereby a single research method is inadequate, the method of triangulation is then introduced in order to make certain that the most complete methodology is deployed to meet the aims and objectives of the research.

### 3. 2 Research design

The approaches used in this research were quantitative and qualitative. Since the researcher deployed questionnaires as one of the methods of data collection, hence the researcher introduced a quantitative approach in aspects of data collation and presentation of feedback obtained from respondents using statistical tables, graphs and charts. While many business research authors have given their criteria for choosing a qualitative approach to data. Collis and Hussey (2009) in a more recent publication claim that, the context in which a research is carried out and its influences whether demographic, economic or religious -contextual framework- should be the basis for a qualitative approach to data analysis. However, Collis and Hussey's (2009) reason for using qualitative data analysis is more valid, as it was recently published and gives a fresh tone to contextualization in research. For the purpose of this research, word frequency and deductive reasoning were used as part of qualitative technique to interpreted responses obtained from the interview conducted with managers at Guaranty trust bank. Again, quantitative data would be

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collected in order to give more validity and reliability to this study. The sample size which was anticipated required to 100 respondents which would make it tasking in order to interpret these responses. Therefore, a quantitative technique was deployed as well. 3. 3 Data collection Sekaran (2003: 223) insists that data collection method is a basic part of any research; he went ahead to suggest different methods of data collection, which include; Interviews, Questionnaires and, Observation. However, Hair et al (2007) advice that the technique of data collection should be dependent on the essence and aim of the research ' if the study is exploratory the researcher collects narrative data through the use of focus groups, personal interviews or by observing behaviour or events' (Hair et al, 2007; Hussey and Hussey, 1997) gave a new twist to data collection by mentioning that there are positivistic and phenomenological approaches to data collection, however they went further to attribute the former to quantitative and the latter to qualitative data collection. Ticehurst and Veal (2000) comments that quantitative approach lays more emphasis on large numerical and statistical forms of data analysis, while qualitative is concerned with accumulation of relevant information about a precise group in order to make inference towards them. Smith, Thorpe and Lowe (2002) have commented on qualitative research saying that " it requires both a clear explanation of how the analysis was done and conclusions reached, and a demonstration of how the raw data was transformed into meaningful conclusions" As a result of the scope within which this report is given this paper would concentrate on both the qualitative and quantitative type of data analysis 3. 3. 1

Sampling Purposive sampling method was deployed as regards selecting the right respondents for the interview in order to gain insight into the

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organisation's procedures and techniques on employer employee motivation at Guaranty trust bank. As put forward by Gerrish and Lacey (2010: 149), ' Purposive sampling is said to be in use when persons from a pre-specified group are purposely handpicked to take part in a qualitative survey'.

However, the researcher ensured that the sample audience wheeled ample knowledge in the areas the research was interested in, as such the purposive samples were made up of three management staff which includes whom are key to this research; HR manager (very vital in gaining an insight into Guaranty trust bank's techniques and strategies in keeping their employees motivated). Sales manager (who provided important information on how employees respond to previous and existing motivational strategies) and a Business manager (who attempted to throw light on overall business performance in relation to employee performance). For the questionnaires, a simple random sampling technique was implemented. As posited by McBurney and White (2009), Random sampling refers to the method of sample selection whereby from a finite population, each sample combination exerts as equal probability of being chosen to participate and their responses used for analytical purposes. In this case, over 150 online survey links were randomly sent out to employees of Guaranty trust bank, among these target respondents includes every cadre level existing within the organisation in order to obtain diverse information.

### 3. 3. 2 Primary Data collection

During the course of this study, online self-administrated questionnaires and interviews were deployed to obtain primary data. For the questionnaires (see appendix ??), an online link was distributed to over 100 staff at Guaranty trust bank headquarters. The sample audience for the questionnaires focused more on junior employees of Guaranty trust bank and few midlevel

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and senior level staff. The rationale is to give context to the study and also obtain array of variables which will be used to test the hypothesis which suggests that motivational factors differ at different employment levels. While for the interviews, three semi-formal open-ended interviews were conducted with management level staff.

### 3.3.3 Secondary Data

According to Bryman & Bell (2011), secondary data are already existing information stored in archival databases for easy access. Secondary data are usually an outcome of previous research and survey and they include text books, published journals and published articles. In comparison to primary data, secondary data are cheaper to obtain and they provide preliminary insight on research questions. For the purpose of this research, the literature review was dependent wholly on secondary data. Again existing models, frame works and terminologies were uses during the analysis to verify, compare and critique survey responses obtained in form of primary data. More so, company annual reports which reflected employee performance and turnover rate which were also obtained from GTB for comparative and inferences, especially to study trends which suggest changes I employee motivation, especially since CCBN reforms.

### 3.4 Data Analysis

Maanem (1983: 9) as cited in Smith et al (2002: 85) suggests that data analysis is the arrangement of obtained data, in order to understand its implications to the social research topic. However it is important to note that part of the rationale which led the researcher to adopt a mixed method is to make sure to get enough good data to explain this study. By collecting qualitative data, the researcher was able to dig deep by probing the respondents because there was a need to give further explanation to the questions (Alvesson and Deetz, 2000). They also went further to explain that while British and

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Swedish social researchers were tilting towards Qualitative data analysis, countries like the United States, still depend on quantitative method of data analysis. For such reasons, this report is very important because many authors explain that the qualitative method of data analysis usually fits into a social science or anthropological study, which in turn fits into the aims of this course work; more like fixing round pegs in round holes. From the stand point of Robson (1993), as cited both in Hussey and Hussey (1997: 55; Collis and Hussey 2009: 163), the major challenge faced by qualitative data analysis, is that 'there is no clear and accepted conventions for analysis corresponding to those observed with quantitative data' the concurrence to the statement made by Robson (1993) by set of authors at different times can be understood, as one author is repeated twice in the both publications. Hair et al (2007: 193) states that there are two major methods of qualitative data collection which are interviews and questionnaires. These collection methods are repeated in the methods given by (Sekaran 2003: 223) above. Therefore the triangulation of both methods was used. According to Brennan (2005) cited in an online publication, the major analytical considerations to make while undertaking a qualitative data analysis include "words, context (tones and inflections), internal consistency, frequency and intensity of comments (counting, content analysis), specificity, trends/themes, and iterations".

### 3. 6 Validity and reliability

The analysis of statistical data of responses obtained from the questionnaires and interviews conducted by the researcher was key to develop new hypothesis as well as support and argue the internal validity for this study which were discussed in the literature review of this study. The use of questionnaires and interviews was able to yield adequate evidence which provides ample external validity that this

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research needed to address the research questions. As a result, the preceding conclusions and recommendations can be cited as a valid benchmark for issues concerning employer employee motivation in the Nigerian financial institutions. With regards to the reliability of this study, the SPSS statistical analysis methods used in interpreting the questionnaire responses are certain to yield same conclusions if the survey was conducted again, with respect to the meticulous and systematic procedures as illustrated in this methodology.

### 3. 7 Research ethics

As pointed out by Bodgan and Biklen (1998), it is pertinent that high degree of integrity relating to data collection and analyses be upheld throughout a research work. Such ethics as he stated encompasses; confidentiality, anonymity, honesty, and ensuring that all participants are fully aware of the aims of such research being carried out. Furthermore, flaunt of ethics may result to null and invalidity of research outcomes. To this regard, this research has been carried out In line with Brent college ethical code for dissertation, whereby Management of Guaranty trust bank is fully aware of all information obtained from its staff for the sole purpose of this dissertation. Also, all primary data was obtained first hand by the researcher through questionnaires and interviews.

### 3. 8 Research limitations

During the course of this research, the researcher experienced a few challenges, some of which are; Proximity and cost related challenges; considering that the study involved a Nigerian financial institution, the researcher was deprived of being able to conduct research at location due to high cost of air fare and accommodation. The researcher had to rely on internet connection for the interviews which proved daunting as the internet service in Nigeria is very poor and also cost a lot to run. The researcher encountered also involved

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rescheduling due not poor connection speed in Nigeria, the interviewees were not readily available, as most of the claimed to be too busy hence the researcher went through a lot to get hold of the interviewees. The researcher was able to obtain 72 responses against 120 which was the original target. The researcher is concerned that some of the lower level employees may have withheld important information due to fear as the questioner links were passed to them by a senior management staff, some of the respondents may also have carelessly completed the questionnaire without properly reading through the questions as most of them might have not taken out time to read and understand. Furthermore, managers were reluctant to disclose performance records, because they considered it highly confidential.