

Impact of extrinsic motivation on occupational productivity of commercial banks in Kebbi state, Nigeria

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Abstract

This study, impact of extrinsic motivation on occupational productivity of commercial banks in Kebbi state, Nigeria was aimed at examining the effect of monetary and non-monetary motivation on occupational productivity. The sample size for the research was one hundred and twenty staff, which comprised employees and managers from ten selected commercial banks in Kebbi state. Simple random sampling technique was used to select the participants and data was obtained from the respondents through questionnaires. Descriptive survey research design was employed while the results were reported using simple percentage table and hypotheses tested with Chi-Square and ANOVA at 0.05 significant level through the use of SPSS. The findings revealed that monetary motivation has impact on occupational productivity in commercial banks of Kebbi state with variables increment of salary, profit sharing, project bonuses, piece rates, retirement funds, off duty payment and training allowance. The findings also revealed that there is a direct relationship between non-monetary motivation and occupational productivity with variables work flexibility, relationship with superiors, freedom, job security, health benefit, regular training, leave benefit, conducive work environment, and responsibility. The research therefore recommended to the managements of commercial banks to put in place appropriate extrinsic motivational plans suitable for employees' needs and productivity. The study generally meant that employees are not only motivated financially; they are also encouraged with other non-financial factors.

Keywords: Motivation, Occupational Productivity, Performance , Monetary, Non-Monetary.

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I. Introduction

Motivation in any organization is very essential and cannot be underestimated when it comes to job productivity. It is, to a large extent, a fundamental constituent of any profit oriented organization. Also, motivation is a strategic method that actually implements arrangement and policies through the contributions of employees. Motivation is the only force that prompts someone's performance. Motivation is an influential verve which shows efficiency. It is also the originator of successful productivity as it stimulates the expected activities of human forces (Akanbi, 2002; Akere, 1991).

As a matter of fact, the only way to make people work hard is by motivating them. It should be noted that every individual in an organization is motivated by different ways since ability, personality, commitment, and engagement are not the same. When talking about employees' motivation in an organization, attention is paid on an indication of the level of energy, commitment, and creativity that employees bring to their jobs. The role of a manager in such organization is to get things done through the efforts of his employees. To enforce effective efforts, the manager needs to motivate the employees (Ajah, 2016).

Pragmatically, this study deals with the desire of every employees of commercial banks which can either be extrinsic or intrinsic. There is no doubt in the fact that intrinsic motivation is very important for effective performance, what could be given as compensation for efficient performance is an extrinsic motivation. By and large, since motivation is operationally defined as an inducement or enhancement of performance, it can therefore be said that motivations are mostly extrinsic if efficiency is to be feasible (Ude & Coker, 2012).

Modern motivational studies are not just concerned with the assessment of notional definition of motivation or the factors that are efficient for the acceleration of organizational productivity; emphasis is largely paid on how motivation works in an organization. This is the reason why this study comes up with two ways in which extrinsic motivation can be achieved in commercial banks which are monetary and non-monetary forms. These factors are vital due to the fact that the society and stakeholders truly rely on the productivity of the commercial banks while the bank managements depend on the efforts of the employees which could be attained through uncompromised extrinsic motivation (Muogbo, 2013).

Having known the indispensability of extrinsic motivation, it is necessary to know how the workable variables are essential in the study. Monetary motivation is financial inducement given to employees in order to

meet up with their aim and the aim of the organization. The rationale behind monetary motivation is to reward employees for outstanding work done or expected work to be done. Since appropriate motivational tool improves performance and the performances of the employees conversely improves productivity of the banks, monetary motivation cannot be underestimated also in commercial banks if they want the employees to perform as desired (Oluochi, 2015).

On the other hand, non-monetary motivation is a form of extrinsic motivation that is aimed at recognizing special achievement for accomplishing a task. It is a form of motivation that does not require finances but limited to the imagination of the employees. This is because it is only the employees that know the type of monetary motivation which satisfy them. Reports have showed that though monetary motivation is necessary in an organization, not all employees are monetarily motivated. Since there is no hard and fast rule guiding the use of extrinsic motivation, it is needed to know what satisfies employees before motivating them (Tarver, 2019).

1.2 Statement of the Problem

This study is premised at examining the impact of extrinsic motivation on occupational productivity in the commercial banks of Kebbi state. Since the goal of every organization is to make profit, the propensity of such organization mainly relies on the level of patronization of the customers. To that regard, the effectiveness of such patronization could be achieved when the employees accelerate their productivity. The issue of expansion on force set up in banks is the most recent growing indication prioritized in the economic situation which is conceptually referred to as motivation. The opinions of **Nepwanga (2011); Ude & Coker (2012); Muogbo (2013)** show that a motivated employee performs effectively even without supervision. Consequentially, most of the research works reviewed focused on the governmental, non-governmental organizations and other private organizations where motivation is assumed to be essentially required. Much attention has not been put on financial institutions apart from the researches triggered by the performance. Similarly, it is believed that motivation all deals with monetary rewards and this has been translated to the model of transactional implementation (**Bryman & Bell, 2007; Nurun, Islam, Dip, & Hossain, 2017**). It is not an exaggeration that insufficient understanding of motivation of employees in commercial banks can result results in unproductive performances and even leaving the job for others.

Over the decades, much attention has not been paid on when employees should be motivated, both researchers and organization managements believe that the effort of the employees determines the way they should be motivated. Since it is accepted that motivation triggers performance, then motivating employees before expecting performance should be made central as it could enhance better performance (**Northouse, 2016; Adebowale, 2017; Akah, 2018**). With the aforementioned views, commercial banks have the likelihood to gain the goodwill of the social dependents if extrinsic motivational skills are attended to accordingly. Alternatively, considering the two ways of extrinsic motivation (monetary and non-monetary) will obviously improve the occupation productivity such as marketing skills, customers' services, doing what the job requires, and so on (**Tarver, 2019**). To this regard, this research will employ questionnaire to investigate the contribution of monetary and non-monetary motivation to the acceleration of occupational productivity of commercial banks in Kebbi state, Nigeria.

1.1 Objectives of the Study

The aim of this research is to investigate the impact of extrinsic motivation on occupational productivity of commercial banks of Nigeria.

The objectives include:

- i. To assess the impact of monetary motivation on occupational productivity of commercial banks of Nigeria.
- ii. To evaluate the effect of non-monetary motivation on occupational productivity of commercial banks of Nigeria.

1.2 Research Questions

The following questions are found to be expedient for the research:

- i. What is the impact of monetary motivation on occupational productivity of commercial banks of Nigeria?
- ii. What is the effect of non-monetary motivation on occupational productivity of commercial banks of Nigeria?

1.3 Research Hypotheses

The following assumptions are made for the research:

H₀1 Monetary motivation does not have a significant impact of on occupational productivity of commercial banks of Nigeria.

H₀₂ Non-monetary does not have a significant effect of motivation on occupational productivity of commercial banks of Nigeria.

1.4 Significance of the Study

This research is in a way momentous for creating consciousness to all stakeholders of commercial banks: managers, government, employees and shareholders on how the motive of extrinsic motivation could be achieved in Kebbi state banking industries, the factors that could develop the productivity of employees as well as the banks, the issues adjoining the characteristics, and how the factors could step up the performance of the employees in the commercial banks. The study is beneficial as it reveals motivational measure that increases employees' contributions to profit making and increase in customers' service satisfaction (Nepwanga, 2011; Northouse, 2016).

The study is also significant for stipulating the ways in which the problems of how productivity may affect commercial banks in Kebbi state. Consequently, stakeholders of the commercial banks will be sensitized about the machinery that improves employees' motivational rates in order to determine the precision of occupation productivity as class enhancing and social benefits. Similarly, the importance of the study is to suggest to the managers on the need to consider and incorporate not only monetary incentive, but also non-monetary motivation in their policies for supportive practice and effective productivity.

1.5 Scope of the Study

The study focuses on the role of monetary and non-monetary motivation and occupational productivity in the commercial banks of Nigeria. The banking industry of Nigeria comprises large realm, the study does not propose to cover all the scope, hence concentrate on ten banks in Kebbi state, Nigeria. Likewise, the scope of study is limited to a total number of one hundred and twenty (120) participants; both managers and employees in the sampled banks.

II. Review Of Related Literatures

2.1 Concept of Motivation

Motivation is structured administrative patterns which inspires employees to do a task to their ultimate capacities, by giving them various inspirations which are based on their unaccomplished desires (Chand, 2018). It can be said that motivation is the means of passing through the right channel towards persuading someone so as to get a needed human performance. To make employees motivation more efficient, enabling environment which enhances motivational theories are prominently required. Akere (1991) groups such motivation into primary and secondary. The primary motivation encompasses the needs that are necessary for the protection of life such as hunger, thirst, safety and sleep. On the contrary, the secondary motivation includes human desires: personal wishes and societal needs (Akere, 1991; Akah, 2018).

Muogbo (2013) critically emphasizes on the fact that the first level should be fulfilled before meeting the subsequent levels. This is however called hierarchy of human needs. Higher stage of organization management is not much motivated physically by cash and other physiological necessity but inherently motivated by valued self- attainment, to a degree that their plans could be changed to effective performance. The achievements of organizations rely on the labour of the employees (Cokins, 2009; Ude & Coker, 2012; Muogbo, 2013; Chand, 2018).

2.1.2 Extrinsic Motivation

Extrinsic motivation is the actions driven by external factors such as money, recognition, grades, and admiration. This form of motivation arises from outer part of the individual (Cherry, 2019). People that are motivated externally will persist in performing an action even though the duty might not be easy; it is self-rewarding. A person who works in an organization may engage in a number of tasks that are not enjoyable, but because the person is gaining an extrinsic reward for carrying out the tasks, he is considered to be motivated while performing them. According to Shrestha (2017), extrinsic motivation is described as the propensity to engage in activities in order to gain some type of known, external reward. It is important to note that these rewards can be either tangible or psychological in nature. Money and trophies are two common types of tangible rewards (Bundgaard, 2017; Cherry, 2019; Tracy, 2019).

People engage in activities that they might normally not find terribly enjoyable or rewarding in order to earn a wage. Psychological forms of extrinsic motivation can include praise and public acclaim. While these rewards are not physical or tangible, they are types of motivating reward that is external to the actual process of participating in tasks (Shrestha, 2017; Cherry, 2019; Tracy, 2019). In organizational behavior, extrinsic motivation plays a vital role in determining the actions and behavior replicas of organization's employees. In every organization, employees are externally motivated by the reward they get for their work (Andy, 2017). However, salary is not just the only extrinsic motivation factor, since many organizations provide many other

rewards, such as bonuses, commissions, benefits (e.g., health benefits). It must also be recognized that intangible extrinsic rewards such as commendation and peer appreciation are usually presented in many places of work (Ameri, 2015; Andy, 2017).

Generally, extrinsic motivation is classified into two: monetary and non-monetary motivation.

- **Monetary motivation** (increment of salary, profit sharing, project bonuses, piece rates, retirement funds, off-duty payment, training allowance, etc)
- **Non-monetary motivation** (work flexibility, relationship with superiors, freedom, job security, health benefit, regular training, leave benefit, conducive work environment, responsibility, etc)

2.1.4 Occupational Productivity

Occupational productivity which is alternatively known as workforce productivity is a measurement of the competence of employees (Adebowale, 2017). The productivity of employees may be assessed through their output in a particular period of time. This is because the efforts of the employees determine the successes of the organisation. Commercial banks are exclusive in term of economic improvement especially in a third-world country (Nigeria), where businesses and public services could not be financed directly by the government (Dewani, 2017). The banks render services to the people, companies and government in terms of short term loans, saving habits, medium term financial support, promotion of industries with capital, job opportunities, agricultural expansion policies, trading and commercial liaison, and many others (Akah, 2018; Hosting, 2019).

Due to the motivational factors appropriately selected in the financial institutions for the employees, the occupational productivity is cooperatively measured by the way the employees are willing to put in their energy (Core, 2015). By this, the employees are effective rather than being forced to work. Nonetheless, voluntary performance is a major factor which accelerates work effectiveness such as innovation of marketing strategies, inventing customers' services which result in high profit and share holding values in the central bank. For that reason, motivation enhances the efficient performance of employees. Also, the efficiency of employees increases productivity of the commercial banks in terms of profit making, work efficiency and share investment worth (Feldman & Arnold, 2016; Cooper & Kaplan, 2017).

2.2 Theoretical Framework

Participation Theory

McGregor's Participation Theory is outstanding for two different views of humans based on participation of employees. The first view which is labeled Theory X is basically negative, while the other view which is labeled Theory Y is basically positive (Salamone & Correa, 2016; Deckers, 2018). The theory X focused on the hypotheses: natural idleness of people, lack of goal, unweariness of people, and selfishness. On the other hand, theory Y proposes: indifference to goals, statement of responsibility, success of organisation, capacity to sway self behaviour, and need for attainment (Kanfer & Chen, 2016; Adebowale, 2017).

Needs Theory

The behavioural motivation theory is interrelated to Maslow's hierarchy of needs theory in the sense that a good administrator attempts to outline the levels of needs that are vital to a definite employee. The fundamental obligations build the first tread in the pyramid (Bryce, 2018). If there is any shortage on this level, the entire behaviour of a body will be oriented to fit this shortage. It is worth noting that only discontented needs control behaviour (Ameri, 2015; Bryce, 2018). In the research of Ajah (2016), there is a trend that since there are a lot of needs, they are planned in order of suggestion, from the crucial to compound: physical, shelter, relationship, accomplishment, and self actualization.

Behavioural Motivation Theory

The theory of behavioural motivation was formally propounded by Elton Mayo in the 1920s under the theme of Hawthorne Effect (Bernie, 2017). Behavioural motivation theory argues that influencing some behaviors in employees, they are liable to perform. In other words, there are things a manager can either do to motivate an employee for successful performance or the other way round. Actually, goals are put in place and attained by both organization and employees in behavioural motivation (Salamone & Correa, 2016; Deckers, 2018). From the behavioural point of view, motivation is basically the expectancy of rewards (Ameri, 2015).

2.3 Review of Empirical Studies

Bonner & sprinkle (2002) made a research on the effects of monetary incentives on effort and task performance. The research aimed at reviewing the theories and evidences concerning the effects of performing-contingent in monetary motivation. Attention was placed on the salient features of accounting setting and how the features can affect the motivation-effort and performance relations. The study revealed significant implications for accounting research and practice. Various directions and discussions were made for future researches in accounting which can give vital insights into the systems of monetary incentives.

Manzoor (2013) made a research on impact of employees' motivation on organizational effectiveness. The study underscored the factors that affect the relationship between organizational effectiveness and employees' motivation. A model was set with three hypotheses and analysed using previous studies and literatures as secondary data. The findings showed that empowerment and recognition have positive effect on employees' motivation. It was recommended that organizations should make policies and structures that enhance comfort of the employees' performance.

The study of **Namadi, Ozubu & Ejim (2015)** was concerned with the effect of employee's motivation on organizational performance in some manufacturing firms in Enugu state. The purpose of the research was to evaluate the effect of salary as a factor that accelerates employees' performance in an organization. One hundred and twenty employees were selected from firms in Enugu state and questionnaire was used to collect data from them which were analysed using Correlation Coefficient tool. The findings revealed that extrinsic motivation has a significant influence on employees' performance. The research recommended that more researches should be carried out on the relationship and influence of rewards on employees' performance in many private organizations.

Ekwochi & Okoene (2019) carried out an investigation on the effect of monetary incentives on workers performance in organization, using Nigerian situation. The research was purposed at ascertaining the extent at which salaries and wages affect the performance of organizations. Ex post facto research design was employed while the questionnaire was used to collect data from management and workers of coca-cola bottling company. Chi-square test tool was used to test the hypotheses. The research revealed that employees' benefit scheme has significant impact on the performance of the organization. It was recommended that management and workers should be made to understand compensation strategy in order to enhance performance

III. Methodology

3.1 Research Design

The research design used in this study therefore is descriptive survey. According to Ofo (1994), a descriptive research involves collecting data in order to test hypothesis and answer the research questions raised in the study. This type of research attempts to report things as they are. Also, Creswell (2014) explains a descriptive research as a design used to describe characteristics of a population or phenomenon being studied. It does not answer questions about how when and why a feature occurs, but it is interested in 'what' question.

3.2 Population and Sample Size

The population of the study comprised all the commercial banks in Kebbi state, Nigeria. To this end, the total of a sample of 120 staff (20 managers and 100 employees) was selected from ten (10) commercial banks using the simple random sampling technique; four from banks with international authorization and six from banks with national authorization. The sample was collected using simple random sampling techniques.

3.3 Instrumentation

The instrument used to collect data in the study was Questionnaire titled: Extrinsic Motivational Factors on Occupational Productivity (EMFOP), of commercial banks in Kebbi state. The questionnaire was used by the researcher for the purpose of testing the stated hypotheses in chapter one. It was divided into three parts: Part A (Demographic Information), Part B (Impact of Monetary Motivation), and Part C (Effect of Non-monetary Motivation). The reason for using questionnaire was because it can give objective and reliable information if it is carefully and wellconstructed. Also, it is relatively effective and easier to score and administer.

3.4 Method of Data Analysis

The analysis of data for this study was done base on the hypotheses formulated. The researcher used descriptive statistical method for bio-data presentations. Measures of relationship between the variables were be carrying out using Chi-Square and ANOVA. The simple percentage and mean was used to answer research questions. All hypotheses were tested using the Analysis of Variance (ANOVA) at 0.05 alpha level of significance; as it is obtainable in Managerial Field and Social Science. The reason for adopting this statistical tool is to test whether there will exist some significant differences or not and either to retain or reject the null hypothesis.

IV. Data Presentation And Analysis

4.1 Bio-Data

Table 1

S/N	Bio-data	Category	Frequency	Percentage %
1	Sex	Male	71	61.2
		Female	45	37.8
2	Age	18-25	4	3.4
		26-35	46	39.7
		36-45	38	32.8
		46-above	28	24.1

3	Qualification	NCE	14	12.1
		OND/HND	45	37.8
		Degree	37	31.9
		M,Sc	13	11.2
		PhD	4	3.4
		Others	3	2.6
4	Position	Manager Employee	20 96	17.2 82.8
5	Year of experience	1-5	4	3.4
		6-10	31	26.7
		11-15	27	23.3
		16-20	13	11.2
		21-25	30	25.9
		26-30	6	5.2
		31-35	5	4.3

Source: Field survey (2021)

4.2 Data Analysis

B: IMPACT OF MONETARY MOTIVATION ON OCCUPATIONAL PRODUCTIVITY

Table 2

QUESTIONS	SD %	D %	UD %	A %	SA %	MEAN
Increment of salary has impact on occupational productivity	1.72	0.86	1.72	70.69	25.00	4.164
Profit sharing has impact on occupational productivity	0.00	1.72	0.86	68.97	28.45	4.241
Project bonuses have impact on occupational productivity	1.72	0.00	0.00	63.79	34.48	4.293
Piece rates have impact on occupational productivity	5.18	3.45	4.31	59.48	27.59	4.009
Retirement funds have impact on occupational productivity	5.17	6.03	1.72	59.48	27.59	3.983
Off-duty payment has impact on occupational productivity	1.72	0.86	0.86	61.21	35.34	4.276
Training allowance has impact on occupational productivity	1.72	3.45	1.72	48.28	44.83	4.310

Source: Field survey (2021)

C: EFFECT OF NON-MONETARY MOTIVATION ON OCCUPATIONAL PRODUCTIVITY

Table 3

S/N	Options	SD %	D %	UD %	A %	SA %	Mean
1	Work flexibility has effect on occupational productivity	10.34	12.93	2.59	62.93	11.21	3.517
2	Relationship with superiors has effect on occupational productivity	1.72	3.45	1.72	31.90	61.21	3.556
3	Freedom has effect on occupational productivity	5.17	7.76	10.34	59.48	17.24	3.759
4	Job security has effect on occupational productivity	5.18	3.45	4.31	59.48	27.59	4.009
5	Health benefit has effect on occupational productivity	3.45	2.61	5.17	70.69	18.10	3.974
6	Regular training has effect on occupational productivity	4.31	6.03	7.76	37.93	43.97	4.112
7	Leave benefit has effect on occupational productivity	4.31	5.17	6.03	49.14	35.34	4.060
8	Conducive work environment has effect on occupational productivity	6.03	2.59	6.03	50.00	35.34	4.600
9	Responsibility has effect on occupational productivity	7.79	8.62	1.34	51.72	21.55	3.707

Source: Field survey (2020)

4.3 Hypotheses Testing

Objective 1

IMPACT OF MONETARY MOTIVATION ON OCCUPATIONAL PRODUCTIVITY OF COMMERCIAL BANKS OF KEBBI STATE CHI-SQUARE TEST OF INDEPENDENCE

Variable 1: Increment of salary has impact on occupational productivity * Profit sharing has impact on occupational productivity

Table 4: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2sided)	Exact Sig. (1sided)	Point Probability
Pearson Chi-Square	348.000 ^a	12	.000	.000		
Likelihood Ratio	160.380	12	.000	.000		
Fisher's Exact Test	157.695			.000		
Linear-by-Linear Association	106.512 ^b	1	.000	.000	.000	.000
N of Valid Cases	116					

- a. 16 cells (80.0%) have expected count less than 5. The minimum expected count is .01.
- b. The standardized statistic is 10.320.

Variable 2: Increment of salary has impact on occupational productivity * Project bonuses have impact on occupational productivity

Table 5: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2sided)	Exact Sig. (1sided)	Point Probability
Pearson Chi-Square	128.175 ^a	8	.000	.000		
Likelihood Ratio	90.271	8	.000	.000		
Fisher's Exact Test	90.185			.000		
Linear-by-Linear Association	61.982 ^b	1	.000	.000	.000	.000
N of Valid Cases	116					

- a. 11 cells (73.3%) have expected count less than 5. The minimum expected count is .01.
- b. The standardized statistic is 7.873.

Variable 3: Increment of salary has impact on occupational productivity * Piece rates have impact on occupational productivity

Table 6: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2sided)	Exact Sig. (1sided)	Point Probability
Pearson Chi-Square	196.767 ^a	16	.000	.000		
Likelihood Ratio	143.414	16	.000	.000		
Fisher's Exact Test	137.876			.000		
Linear-by-Linear Association	74.584 ^b	1	.000	.000	.000	.000
N of Valid Cases	116					

- a. 21 cells (84.0%) have expected count less than 5. The minimum expected count is .03.
- b. The standardized statistic is 8.636.

Variable 4: Increment of salary has impact on occupational productivity * Retirement funds have impact on occupational productivity

Table 7: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2sided)	Exact Sig. (1sided)	Point Probability
Pearson Chi-Square	196.767 ^a	16	.000	.000		
Likelihood Ratio	143.414	16	.000	.000		
Fisher's Exact Test	139.303			.000		
Linear-by-Linear Association	69.966 ^b	1	.000	.000	.000	.000
N of Valid Cases	116					

- a. 21 cells (84.0%) have expected count less than 5. The minimum expected count is .02.
- b. The standardized statistic is 8.365.

Variable 5: Increment of salary has impact on occupational productivity * Off-duty payment has impact on occupational productivity

Table 8: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2sided)	Exact Sig. (1sided)	Point Probability
Pearson Chi-Square	371.426 ^a	16	.000	.000		
Likelihood Ratio	130.027	16	.000	.000		
Fisher's Exact Test	137.170			.000		
Linear-by-Linear Association	97.334 ^b	1	.000	.000	.000	.000
N of Valid Cases	116					

- a. 21 cells (84.0%) have expected count less than 5. The minimum expected count is .01.
- b. The standardized statistic is 9.866.

Variable 6: Increment of salary has impact on occupational productivity * Training allowance has impact on occupational productivity

Table 9: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2sided)	Exact Sig. (1sided)	Point Probability
Pearson Chi-Square	248.486 ^a	16	.000	.000		
Likelihood Ratio	99.571	16	.000	.000		
Fisher's Exact Test	100.269			.000		
Linear-by-Linear Association	72.345 ^b	1	.000	.000	.000	.000
N of Valid Cases	116					

- a. 21 cells (84.0%) have expected count less than 5. The minimum expected count is .02.
- b. The standardized statistic is 8.506.

Interpretation

A chi-square test was used in order to assess The Impact of Monetary Motivation on Occupational Productivity in Commercial Banks of Kebbi state. Seven variables were used purposely so as to test the null hypothesis. However, significance is also referred to as “**p**”, meaning “probability”; it is the probability of observing the sample outcome if the variables are independent in the entire population.

Decision: This probability was 0.000 in this case. It was observed that in all seven cases we have $P < 0.05$. The null hypothesis was rejected and a conclusion was made that monetary motivation have a significant impact of on occupational productivity of commercial banks of Kebbi state.

Objective 2

EFFECT OF NON-MONETARY MOTIVATION ON OCCUPATIONAL PRODUCTIVITY IN COMMERCIAL BANKS OF KEBBI STATE

Regression

Table 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.961 ^a	.924	.919	.329

The above table of model summary provides the *R* and *R*² values. The *R* value represents the simple correlation and is 0.961 (the "R" Column), which indicates a high degree of correlation. The *R*² value (the "R Square" column) indicates how much of the total variation in the dependent variable, effect of non-monetary motivation on occupational productivity, can be explained by the independent variables, that were observed below the table. In this case, 92% can be explained, which is very large.

The regression ANOVA which reports how well the regression equation fits the data (i.e., predicts the dependent variable) is shown below:

Table 11: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	141.351	8	17.669	163.379	.000 ^b
	Residual	11.572	107	.108		
	Total	152.922	115			

Interpretation

Table 11 indicated that the regression model predicts the effect of nine dependent variables significantly. The test is to explore the effect of non-monetary motivation on occupational productivity where the entire nine variables were estimate significantly with respect to the model fittings in the analysis.

Decision: *p* = 0.000, which is less than 0.05, and such indicates that, the overall regression model is statistically significant (i.e., it is a good fit for the data). Therefore, there is enough evidence to reject the null hypothesis and conclude that; Non-monetary have a significant effect on motivation of occupational productivity in commercial banks of Kebbi state.

4.4 Discussion of Findings

- From the data analysis above, it was discovered that there are three parts to data analysis; the first part provided the demographic information of the respondents and the second part represented elaborated expression about their response are showed in the form of percentage under each section which are monetary motivation and non-monetary motivation. The third part decisively analysed the data; where the first hypothesis was tested with chi-square and the second objective tested with ANOVA. It can be deduced that extrinsic motivation has great impact on occupational productivity in banks of Kebbi state. Most of the respondents agreed with this through their responses on the two objectives and sixteen variables.
- It can be asserted with certainty that, monetary motivation has significant impact on occupational productivity and that monetary factor is great motivator as majority of the respondents either agreed or strongly agreed with the facts. So increment of salary, profit sharing, project bonuses, piece rates, retirement funds, off-duty payment and training allowance are monetary motivation that have impact on occupational productivity.
- The findings revealed that there is a direct relationship between non-monetary motivation and occupational productivity. The responses of the respondents on the nine variables presented showed that occupational productivity is enhanced with work flexibility, relationship with superiors, freedom, job security, health benefit, regular training, leave benefit, conducive work environment, and responsibility.

V. Conclusions And Recommendations

5.1 Conclusion

The obtained results from the analyzed data broadly revealed that extrinsic motivation has positive impact on occupational productivity. This is to say that, the more employees are motivated tangibly, the higher their productivity in the place of work. It is subsequently apparent from the findings that employees' extrinsic motivational considerations are in a great way means of sustaining better productivity in commercial banks.

Consequently, there is no gain say that occupational productivity is the most important outcome of extrinsic motivational factors obtained from the workplace and in return thereby improving the customers service satisfaction and increasing the profitability of the shareholders. Based on the research findings, it is therefore concluded that monetary motivation has positive effect on occupational productivity and that every factor attached to monetary motivation should be considered in commercial banks. Also, a concluded is made that non-monetary motivation has positive impact on occupational productivity. This is so because all the factors under the objective are motivationally essential in commercial banks. However, this study refers to the managements of commercial banks to put in place appropriate extrinsic motivational plans suitable for employees' needs and productivity.

5.2 Recommendations

Following the conclusions made on this study on extrinsic motivational factors and occupational productivity in commercial banks of Kebbi state, the following recommendations are made:

- Managers of commercial banks should reflect on the use of extrinsic incentives when motivating employees for better productivity.
- It is imperative for bank managers to know that both monetary and non-monetary motivations can improve employees' productivity. This means that employees are not only motivated financially, they are also encouraged with other non-financial factors.
- Considering the findings, it is expedient for the management to provide an environment that is conducive (healthy, job secured and free from danger) for the employees as it helps in motivating them.
- It is also recommended for the Kebbi state government to create enabling environment for commercial banks in the state so that they can invest more and to enable the employees give their optimal services to the society.
- Lastly, it is recommended for the employees not to always rely on monetary motivation before showing their performing skills. It is when they are productive that the banks will maximize profit. Since the employees have signed the contract with the banks they work with to serve with or without motivation, they are expected to show their optimum loyalty to their workplace.

5.3 Limitations of the Study

- The study was conducted in Kebbi State, Nigeria which is economically below average among other states in Nigeria. It is preferable to carry out similar research in other states to substantiate the similarity the researches will have.
- The study is only limited to ten (10) selected branches of commercial banks with international and national recognitions in the state. It might be good to duplicate same theme in other banks that are not considered in the study.
- Methodologically, the research only made use of questionnaire as the primary source of data collection and ANOVA as a means of data analyses. Meanwhile, the result might have been variegated or more exploratory if other tools such as interview and regression analysis were used to supplement the findings. Nevertheless, the research findings have noteworthy contributions to the body of knowledge in spite of the acknowledged limitations.

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