



MOTIVATION AND WORKERS EFFICIENCY AMONG FIRST BANK WORKERS IN PORT HARCOURT, RIVERS STATE

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ABSTRACT

This study investigates the relationship between employee motivation—both extrinsic and intrinsic—and workers' efficiency within First Bank Nigeria Limited in Port Harcourt. Utilizing a correlational research design, the study draws on a sample of 223 employees from various branches of First Bank in Port Harcourt. Through structured questionnaires and employing Pearson product moment correlation coefficient for analysis, the study explores how salaries influence innovation, productivity, and performance among the workers. The findings reveal a significant relationship between salary (as a form of extrinsic motivation) and the aforementioned variables, indicating that salary levels can significantly affect workers' innovative capabilities, productivity, and overall performance. Specifically, salary was found to account for approximately 48.2% of the variance in innovation, 18.1% in productivity, and 48.6% in performance among the workers. These results underscore the importance of both financial and non-financial forms of motivation in enhancing workers' efficiency. The study concludes that a conducive work environment, along with a motivational system that addresses both intrinsic and extrinsic needs, is essential for improving worker efficiency. Recommendations for practice include enhancing the work environment and fostering a positive relationship between management and employees to boost motivation and, consequently, productivity.

Keywords: Motivation, workers efficiency, salary, innovativeness, productivity, performance

INTRODUCTION



Today in a world of competitive corporate environment, every company – regardless of scales and markets is striving to gain competitive advantage(s), to perform better and to achieve productivity and effectiveness. In order to do that, it is important for an organization to clearly define its objectives, and to know how to do it well with the use of available resources. However, mentioning an organization’s resources, it is the human resources that fill all the gaps between each step to success. Personnel are the one who use their competencies and knowledge to provide support to the company as the way of achieving goals. Organizations across the globe that consider their human resources as a central core of the business and continuously increase the level of their employees’ motivation and performance tend to be more effective (Rothberg 2005).

According to Maslow in Lucky, Minai & Rahman (2013) individuals attain the next hierarchy of needs after the first one has been achieved. Extrinsicly by money and other physiological needs, but are well motivated intrinsically through self-esteem and self-actualization and by so doing if their ideas are well transformed into performance, they feel motivated (Muogbo, 2013). In the world today, it is generally accepted that the success of any business organization depends on the effective utilization of the effort of all workers in the organization. Managers are responsible for creating an environment that is conducive for improved performance, so as to induce the right behaviour from employees in the organization. For employees to be highly motivated, the manager must ensure that working conditions and remuneration is adequate and welfare package is attractive to the employees (Suleiman, 2013). Workers motivation is probably the essential concerns experienced by simply every business. The main job which often every supervisor has to carry out is always to inspire their subordinates as well as to develop the particular “will for you to work” among them. This proficiency associated with personnel depends on a couple of variables, first it can be the degree of chance to perform a number of task (Sofat, 2012).

Also, with the present global economic trend, most employers of labour have realized the fact that for their organizations to compete favourably, the efficiency of their employees goes a long way in determining the success of the organization. On the other hand, performance of employees in any organization is vital, not only for the growth of the organization, but also for the growth of individual employees (Meyer & Peng, 2006). An organization must know who are its outstanding workers, those who need additional training and those not contributing to the efficiency and welfare of the company or organization. Also, performance on the job can be assessed at all levels of employment such as: Personnel decision relating to promotion, job rotation, job enrichments, bonuses, rewards, good salary etc (Ali & Haider, 2012). And, in some ways, such assessments are based on objective and systematic criteria, which include factors relevant to the person’s ability to perform on the job. Hence, the overall purpose of performance evaluation is to provide an accurate measure on how effective a worker is in the task or job assigned to him or her. Based on this information, decisions will be made affecting the future of the individual employee. Therefore, a careful evaluation of an employee’s performance can uncover weaknesses or deficiencies in a specific job skill, knowledge, or areas where motivation is lacking. Once identified, the deficiencies may be remedied through additional training or the provision of the needed rewards.

Today the connection between staff in addition to employers might be observed the other way up. Given that generally as quantity of job possibilities for staff continues to increasing in a growing worldwide economy, not only staff and also employers ought to read just on their own



to be able to contend up while using the design of company lifetime. Better incomes in addition to payment advantages may seem the most probably method to bring in staff (Leblebici, 2012). Even so, top quality on the real workplace surroundings could also possess a sturdy impact over a company's ability to recruit in addition to keep talented persons several aspects throughout workplace surroundings could possibly be regarded secrets which affects employee's diamond, productiveness, spirits, ease and comfort and many others. Even though convenient workplace ailments are requirements for enhancing productiveness in addition to top quality regarding results, working ailments in numerous organizations may well existing deficiency of safe practices, health and comfort concerns like the wrong type of lightening in addition to venting, excessive sounds in addition to crisis surplus. Men and women working within awkward ailments may well end up getting small efficiency in addition to experience work-related well-being ailments causing high absenteeism in addition to turnover. There are various organizations by which employees come across along with working ailments troubles related to environmental in addition to real aspects. Leblebici (2012) argued which the employee disengagement is increasing also it becomes far more crucial to make locations in which positively impact staff.

Worker empowerment is often a motivational technique in which was designed to boost efficiency in the event that handled appropriately via increased numbers of staff engagement and self-determination. Worker empowerment can be involved with trust, enthusiasm, decision-making, and bursting your intrinsic border concerning supervision and staff since "them" compared to people (Meyerson, 2012).

Huczynski & Buchanan (2007: p 101) argued that "Motivation" is "A combination of goals towards which human behaviour is directed; the process through which those goals are pursued and achieved and the social factors involved". William (2010: p 95) says, "Motivation is a combination of needs, drives and incentives. Motivation is defined as the process that starts with physiological or psychological deficiency or need that activates behaviour or a drive that is aimed at a goal or incentive". Anwar, Aslam & Tariq (2011) "The underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goal in order to fulfil some need or expectation." Mullins also distinguishes between extrinsic motivation related to tangible rewards such as money; and intrinsic motivation related to psychological rewards such as the sense of challenge and achievement.

Aspects of salary becomes important because to be effective if linked to performance for real. An effective wage strategy is expected to contribute on the viability of the unit of work, the realization of the vision and mission, as well as for the achievement of the targets of work (Umar, 2012). Workers efficiency measurement using the net value added shows wages and employee performance has a positive correlation, but the rate of growth of net value added per worker is faster than the rate of growth of wages per worker. Means that there are factors other than wages in improving employee performance that is non-monetary factors (Nayak & Patra, 2013).

However, the efficiency of workers in an organization is jointly determined by the employees' capacity and their willingness to put in their best (William, 2010). Willingness and ability are important, since it implies that beyond a certain level, lack of ability cannot be compensated for willingness to high motivation and conversely lack of willingness cannot be compensated for employee's ability to high level performance. Willingness and ability are necessary components of effective performance in every organization.

Statement of Problem



The efficiency of workers in an organizations and employee motivation has been the focus of intensive research effort in recent times. How well an organization motivates its workers (Intrinsic or Extrinsic) in order to achieve their mission and vision is of paramount concern. Employers in both private and public organizations are becoming increasingly aware that motivations increases productivity. From the foregoing, and looking at today's 'economic trend, it is evident that the pace of change in our business environment presents fresh challenges daily. Despite these, no research work has targeted to investigate the influence of extrinsic and intrinsic motivation on employees performance in Nigeria. Related studies on this study were on influence of monetary incentives and its removal on performance. Of these studies in Nigeria, very few assessed the influence of Extrinsic and intrinsic motivation on employees 'performance on manufacturing sub-sector of the economy. Moreover, scanty studies have been done on motivation in Nigeria which did not cover the areas that the objectives of this work covers. To this effect, this study attempts to empirically analyze how extrinsic and intrinsic motivational tools relate to workers efficiency among staff of First Bank Nigeria Limited in Port Harcourt.

Objectives of the Study

The objective of this study was examined the relationship that exists between motivation and workers efficiency among First Bank workers in Port Harcourt. And the specific objectives are:

1. To determine how salary affect innovative among First Bank workers in Port Harcourt.
2. To determine how salary affect productivity among First Bank workers in Port Harcourt.
3. To examine how salary affect performance among First Bank workers in Port Harcourt.

Research Questions

To guide this study towards achieving its set objectives, the following research questions were answered.

1. To what extent does salary affect innovative among First Bank workers in Port Harcourt?
2. To what extent does salary affect productivity among First Bank workers in Port Harcourt?
3. To what extent does salary affect performance among First Bank workers in Port Harcourt?

Hypotheses

The following hypotheses guided the study and were tested at 0.05 level of significance.

1. There is no significant relationship between salary and innovative among First Bank workers in Port Harcourt.
2. There is no significant relationship between salary and productivity among First Bank workers in Port Harcourt.
3. There is no significant relationship between salary and performance among First Bank workers in Port Harcourt.

REVIEW OF RELATED LITERATURE

Concept of Motivation

The word "motivation" originates from a Latin word "movere". "Movere" means to move. Thus, it creates a reflection of something going up, keeping us working and helping us to achieve our goals (Korth, 2007). Jeffrey S. Nevid, a professor of psychology, defined "motivation" as: "The term motivation refers to factors that activate, direct, and sustain foaldirected behavior ... Motives are the 'whys' of behavior – the needs or wants that drive behavior and explain what we do. We don't actually observe a motive; rather, we infer that one exists based on the behavior we observe." (Nevid, 2013). The definition of "motivation" can be broad, and there are many ways to define the term itself, depending on e.g. different perspectives. The purest definition it



expresses is something that motivates (Merriam-Webster Dictionary 1873). It is an act or a process that gives a person a reason to do something in a particular way, or an explanation for the repeated behaviors, needs, and desires (Elliot, 2001). In short, it describes why a person does something.

In an organizational aspect, motivation has been defined as “the sum of the processes that influence the arousal, direction, and maintenance of behaviors relevant to work settings”. Employee motivation at work is considered as an essential drive as it generates effort and action towards work-related activities, for example, employee’s willingness to spend the energy to achieve a common goal or reward.

When an employee is motivated, he or she shows enthusiasm and eagerness towards the work and a strong determination to implement and accomplish the work tasks (Moran, 2013).

Motivation is literally the desire to do things. It's the difference between waking up before dawn to pound the pavement and lazing around the house all day. It's the crucial element in setting and attaining goals and research shows you can influence your own levels of motivation and self-control. So figure out what you want, power through the pain period, and start being who you want to be (Grant, 2015).

Salary/Wages

Different definitions have been advanced on salaries and wages usually to show the differences that exist between both terms. Braton & Gold (2013) basic salary is a fixed periodical payment for non-manual employees usually expressed in annual terms, paid per month with generally no additions for productivity. Wage refers to payment to manual workers, always calculated on hourly or piece rates. Surbhi (2015) also defined salary as a fixed amount paid to the employees at regular intervals for their performance and productivity whereas wages are the hourly- based payment given to the labour for the amount of work finished in a day. He further argued that while Salaried persons are generally said to be doing “white collar office jobs” which implies that an individual is well educated, skilled and is employed with some firm and holds a good position in the society, whereas the waged person are said to be doing “blue collar labour job” which implies that an individual is engaged in the unskilled or semi-skilled job and is drawing wages on a daily basis. One purpose of a person as an employee of a company is to earn income in the form of wages or compensation.

Every company in determining the amount of wages paid to the employee must be feasible, so that the lowest wage that is given to meet the needs of their life (Kanzunnudin, 2007). Agburu (2012) argued for the importance of salaries and wages in Nigeria, he stated that wages should not only be adequate but they must also show some element of equity, this is particularly true from the point of the employees. Anything short of a fair and equitable wage or reward can quickly attract the wrath of employees in an economy such as Nigeria. For many Nigerian employees, wages or salaries are highly critical issues. They are decisive because without them in sufficient quantities, life becomes extremely precarious for the worker and members of his/her family. As direct financial rewards, wages and salaries are the most emphasized by the employees, thus they sort of take a centre stage in the scheme of things as far as rewards for work is concerned.

Concept of Workers Efficiency

Workers efficiency is the ratio of output or production capacity of the workers in an organization. It is the relationship between the amount of one or more inputs and the amount of outputs from a clearly identified process. Workers efficiency (sometimes referred to as



workforce productivity) is an assessment of the efficiency of a worker or group of workers. Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average for employees doing similar work. Because much of the success of any organization relies upon the productivity of its workforce, workers efficiency is an important consideration for businesses (Denhardt, 2008).

Workers efficiency is an assessment of the efficiency of a worker or group of workers. In actual terms, productivity is a component which directly affects the company's profits (Gummesson, 2006). Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average out for employees doing similar work. It can also be assessed according to the amount of units of a product or service that an employee handles in a defined time frame (Piana, 2001). As the success of an organization relies mainly on the productivity of its employees, therefore, workers efficiency has become an important objective for businesses (Cato & Gordon, 2009; Gummesson, 1998; Sharma & Sharma, 2014).

Employee Engagement

Employee engagement is critical to any organization. Deci & Ryan conducted the most influential study on employee engagement in 1985 (Berens, 2013). Deci & Ryan (1985) expanded on early work by differentiating between intrinsic and extrinsic motivation. Competence, autonomy, and psychological relatedness which are psychological needs, motivate the individual to initiate behavior essential for psychological health and well-being of an individual and if satisfied may lead to optimal function and growth (Deci & Ryan, 1985). The basic needs of satisfaction have been found to directly relate to dedication of employees (Vandenabeele, 2014). Dedicated and meaningful work enables employees to realize how valuable they are within the organization and makes them engaged.

Bolman & Deal (2014) suggested there is an opportunity for employees' autonomy when SDT is leveraged, and furthermore, employees can influence those around them. This influence transcends to the benefits of intrinsic rewards. Meaningful work will allow for an increase in employees' participation; however, it does not guarantee that the employee will be engaged. The need for autonomy, intrinsic rewards, and influence are required to achieve employee engagement (Bolman & Deal, 2014). Employee motivation is attributed to the concepts of the SDT. La Guardia (2009) suggested that psychological needs form a sense of development of identity by intrinsic motivation, which results in the outcomes of interest and engagement. Using potentials and commitment can influence an individual's value, behavior, and goals, which are healthy factors for an individual's identity (La Guardia, 2009).

Innovative

The existing evidence and discourse on innovation are considered in the light of broader conceptualizations of innovativeness and what it means to be innovative. Innovation refers to creating something new, be it a product, process, service, marketing or organizational method (OECD & Eurostat, 2005). Innovativeness is thus to be able to actively contribute to this. Central to the definition of innovativeness used in the analysis here is that the worker actively seeks new knowledge and use it for work-related tasks. This is based on the previous research emphasising learning-by-doing, using new knowledge and learning organizations. When examining innovativeness, the respondents' learning activities and strategies are examined to identify those who are *innovative strategic learners at work*. Alternative measures of innovativeness and the



occurrence of what can be called ‘being an innovative strategic learner at work’ are considered. The aim is to examine the extent to which this phenomenon varies between a selected group of countries and between workers within these countries, and which factors seem to determine this variation.

According Heizer & Render (2017) innovation in its modern meaning is "a new idea, creative thoughts, new imaginations in form of device or method". Innovation is often also viewed as the application of better solutions that meet new requirements, unarticulated needs, or existing market needs. Such innovation takes place through the provision of more-effective products, processes, services, technologies, or business models that are made available to markets, governments and society. An innovation is something original and more effective and, as a consequence, new, that "breaks into" the market or society. Innovation is related to, but not the same as, invention,^[4] as innovation is more apt to involve the practical implementation of an invention (i.e. new/improved ability) to make a meaningful impact in the market or society, and not all innovations require an invention. Innovation often manifests itself via the engineering process, when the problem being solved is of a technical or scientific nature. The opposite of innovation is exnovation.

Productive

Productivity describes various measures of the efficiency of production. Often (yet not always), a productivity measure is expressed as the ratio of an aggregate output to a single input or an aggregate input used in a production process, i.e. output per unit of input, typically over a specific period of time (Sickles & Zelenyuk, 2019). Most common example is the (aggregate) labour productivity measure, e.g., such as GDP per worker. There are many different definitions of productivity (including those that are not defined as ratios of output to input) and the choice among them depends on the purpose of the productivity measurement and/or data availability. The key source of difference between various productivity measures is also usually related (directly or indirectly) to how the outputs and the inputs are aggregated into scalars to obtain such a ratio-type measure of productivity (Gibson & Shrader, 2014).

Productivity is a crucial factor in production performance of firms and nations. Increasing national productivity can raise living standards because more real income improves people's ability to purchase goods and services, enjoy leisure, improve housing and education and contribute to social and environmental programs. Productivity growth can also help businesses to be more profitable.

Theoretical Review

Maslow Need Theory

This work is anchored on Maslow theory of needs. This theory was propounded by Abraham Maslow in 1954. Maslow attempted to synthesize a large body of research related to human motivation, prior to Maslow, researchers generally focused separately on such factors as biology, achievement, or power to explain what energizes, directs, and sustains human behaviour. Maslow posited a hierarchy of human needs based on two groupings: deficiency needs and growth needs. Within the deficiency needs, each lower need must be met before moving to the next higher level. Once each of these needs has been satisfied, if at some future time a deficiency is detected, the individual will act to remove the deficiency.

Based on Maslow's theory, once lower level needs have been satisfied (say at the physiological and safety levels) giving more of the same does not provide motivation. Individuals advance up the hierarchy as each lower-level need becomes satisfied.



Therefore, to provide motivation for a change in behaviour, the manager must direct attention to the next higher level of needs (in this case, love or special needs) that seek satisfaction.

Maslow's theory is difficult to test empirically and has been subject to various interpretations by different writers. Reviews of the need hierarchy model suggest little clear or consistent support for the theory and raise doubts about the validity of the classification of basic human needs. However, it is important to stress that Maslow himself recognizes the limitations of his theory and did not imply that it should command widespread, empirical support. He suggested only that the theory should be considered as a framework for future research and points out: 'it is easier to perceive and to criticize the aspects in motivation theory than to remedy them.' Although Maslow did not originally intend that the need hierarchy should necessarily be applied to the work situation, it still remains popular as a theory of motivation at work. Need hierarchy model provides a useful base for the evaluation of motivation at work.

Empirical Review

Babagana & Dungus (2015) examined the effects of staff remuneration on the performance of Ramat Polytechnic Maiduguri students from 1995-2011 in Borno state. Questionnaire was served to 45 respondents who are academic staff of the polytechnic from the five schools within the polytechnic (school of environmental studies, school of engineering and applied science, school of agricultural science and technology, school of management studies, and school of vocational and technical education). The data was analyzed using Pearson's Product Moment correlation and regression analysis using Microsoft excels. The findings showed strong positive relationship between staff remuneration (fringe benefits and staff nature of working conditions) and performance of Ramat Polytechnic Maiduguri students Edirisooriya (2014) examined the impact of extrinsic rewards and intrinsic rewards on employee performance: With Special Reference to ElectriCo Sri Lanka. Self-designed questionnaire was used as the primary data collection method. The data was analyzed using descriptive statistics and inferential statistics. The representative sample of 100 employees is selected from a population of 1075 employees in the ElectriCo. The results revealed that there is a positive relationship between extrinsic reward, intrinsic reward and employee performance.

Hameed, Ramzan, Zubair, Ali & Arslan (2014) examined the impact of compensation on employee performance (empirical evidence from banking sector of Pakistan). A questionnaire was designed to solicit response from the respondents on factors related to compensation like indirect compensation, wages, salaries and employees performance. Approximately 45 banks were included to collect data. 200 Questionnaires were distributed among the full time working employees of banks and they were selected randomly. Correlation analysis and Regression analysis using SPSS 17.0 version to analyzed the collected data. The findings suggest that compensation has positive impact on employee performance. It is proved from correlation analysis that all the independent variables have weak or moderate positive relationship to each other. Regression analysis shows that all the independent variables have insignificant and positive impact on employee performance.

Sajuyigbe, Olaoye & Adeyemi (2013) examined the impact of reward on employees' performance in selected manufacturing companies in Ibadan, Oyo State, Nigeria. Structured questionnaire was used to collect data from one hundred (100) participants through purposive sampling method and data were analysed by multiple regression analysis with the aid of statistical package for social science (SPSS) version 16. Result showed that reward dimensions jointly predict employees' performance which accounted for 71% variance of performance.



Ojeleye (2017) explore the impact of remuneration on employees' performance. Eighty three employees of Abdul Gusau Polytechnic and State College of Education both in Zamfara State were handed structured questionnaire to solicit data on remuneration and performance. The dependent variable is employees' performance while the independent variable is remuneration (salary/wages, bonus/incentives). Pearson correlation and multiple regression model were used to analysed the data using SPSS 22.0 and E-views 9.0. The finding suggested that there is a strong and positive relationship between remuneration and employees' performance and that salary/wage and bonus/incentives also serve as a form of motivation to the employees. The study recommends prompt payment of salaries, wages and all entitlements and encouragement of employees' participation in pay determination.

METHODOLOGY

Correlational research design was adopted to examine the relationship between motivation and workers' efficiency in First Bank Nigeria Limited, Port Harcourt. So the population for this study is 504 staff of First Bank in Port Harcourt. This study was adopted purposive sampling technique to select 223 sample from all the branches of First Bank in Port Harcourt. The structured questions are so designed in a four point Likert scale. The questions raised are derived from the research questions which group into sections. Section 'A' deals with bio data of the respondent which include sex and age. Section 'B' has 41 questions which focus on motivation as it affect workers efficiency. The researcher was administered copies of the questionnaire to all staff of First Bank in Port Harcourt with help of research assistance directly in their offices. The researcher guided the respondents to ensure objective response to the items of the instrument and retrieve on the spot as they finish filling.

The face and content validity of the instruments was determined by the researcher's supervisor and two other experts in test construction. They were scrutinize the items of the instrument to determine their appropriateness in measuring what they are structured to measure. Their corrections and observations on the instruments were applied by the researcher to make become valid. The reliability of the instruments was determined using the Test-retest technique. 35 staff of First Bank that was not used for the study was issued the instruments twice on the interval of 2 weeks. The cronbach alpha was used to check for the reliability of the instrument. The coefficient obtained was 0.82 which shows that the instrument was reliable enough for the study. Research questions were answered using Pearson product moment correlation coefficient (PPMC) while hypotheses were also tested using Pearson product moment correlation coefficient (PPMC). All the hypotheses will be tested at 0.05 level of significance.

DATA PRESENTATION, RESULTS AND DISCUSSION OF FINDINGS

4.1 Data Presentation

It should be noted that the instruments were administered on a sample of two hundred and twenty three (223) respondents. One hundred percent retrieval was achieved.

Research Question 1: To what extent does salary affect innovative among First Bank workers in Port Harcourt?

Hypothesis 1: There is no significant relationship between salary and innovative among First Bank workers in Port Harcourt.

Table 4.1: Relationship between Salary and Innovative among First Bank workers



Variables	N	r	r ²	Sig
Salary				
	223	.694*	.482	.000
Innovative				

*Significant at 0.05 level of significance for a two-tailed test

Research Question 2: To what extent does salary affect productivity among First Bank workers in Port Harcourt?

Hypothesis 2: There is no significant relationship between salary and productivity among First Bank workers in Port Harcourt.

Table 4.2: Relationship between Salary and Productivity among First Bank workers

Variables	N	r	r ²	Sig
Salary				
	223	.426*	.181	.000
Productivity				

*Significant at 0.05 level of significance for a two-tailed test

Research Question 3: To what extent does salary affect performance among First Bank workers in Port Harcourt?

Hypothesis 3: There is no significant relationship between salary and performance among First Bank workers in Port Harcourt.

To answer the above question and test the significance of the corresponding hypothesis, the data collected from the questionnaires on salary and performance among First Bank workers were subjected to Pearson Product Moment Correlation statistic and the result is as presented in Table 4.3.

Table 4.3: Relationship between Salary and Performance among First Bank workers

Variables	N	r	r ²	Sig
Salary				
	223	.697*	.486	.000
Performance				

*Significant at 0.05 level of significance for a two-tailed test

Interpretation of Findings

Relationship between Salary and Innovative among First Bank workers

The result in Table 4.1 shows a correlation coefficient (r-value) of .694 and an r² (Coefficient of determination) value of .482. The result is that there was a positive but high relationship between salary and innovative among First Bank workers. Furthermore, since the significant value of r was .000 which is less than the chosen (0.05) level of significance for a two-tailed test, the null hypothesis was rejected. The result therefore was that there is significant relationship between salary and innovative among First Bank workers. In addition, the r² indicated that salary accounted for 48.2% (r² x 100) of the variance in innovative among First Bank workers.

Relationship between Salary and Productivity among First Bank workers

The result in Table 4.2 shows a correlation coefficient (r-value) of .426 and an r² (Coefficient of determination) value of .181. The result is that there was a positive but moderate relationship



between salary and productivity among First Bank workers. Furthermore, since the significant value of r was .000 which is less than the chosen (0.05) level of significance for a two-tailed test, the null hypothesis was rejected. The result therefore was that there is significant relationship between salary and productivity among First Bank workers. In addition, the r^2 indicated that salary accounted for 18.1% ($r^2 \times 100$) of the variance in productivity among First Bank workers.

Relationship between Salary and Performance among First Bank workers

The result in Table 4.3 shows a correlation coefficient (r -value) of .697. The result was that there was a positive and high relationship between salary and performance among First Bank workers. Furthermore, since the significant value of r is $p = .000$ which is less than the chosen (0.05) level of significance for a two-tailed test, the null hypothesis was rejected. The result therefore was that there is significant relationship between salary and performance among First Bank workers. Also, the r^2 value of .486 was an indication that salary could explain only 48.6% of the variation in performance among First Bank workers.

Discussion of Findings

The discussion of the research findings are presented in this sub-section based on the objectives of the study which emphasizes on the relationship between motivation and workers efficiency among First Bank workers.

Relationship between salary and innovative among First Bank workers

The result here showed that there was a positive and high relationship between salary and innovative among First Bank workers in Port Harcourt. This relationship was also statistically significant at 0.05 level of significance. The positive relationship between salary and innovative among First Bank workers means that as scores on salary is increasing, there is corresponding increase in innovativeness among First Bank workers, and vice versa.

This means that first bank staff, whose scores are high on salary, also scored high scores on workers efficiency, while those whose scores are low on salary; earn low scores on workers efficiency. Implicitly, increase in salary facilitates innovative among First Bank workers while poor salary to first bank staff, tends to bring poor efficiency. This is because People are often motivated by money. The salary a worker is paid by his employer can have a great influence on his performance in the administration. A worker doesn't simply view his salary as a dollar amount, he sees it as the value his employer places on him as a worker. The level of appreciation he feels can have a direct impact on his overall performance. A well-paid employee feels valued by his organization. He knows management isn't just paying him to get the job done, he's also respected for his subject matter expertise. This employee is more likely to be satisfied with his job and not feel the need to look for a similar position with better pay. The finding of the present study is in concordance with those of Ojeleye (2017) who in a separate but related work also found out that there is a positive relationship between salary and job performance/effectiveness.

However, while the degree of association or linkage between salary and innovative among First Bank workers was found to be .694, the proportion of variance not shared between the variables otherwise called coefficient of alienations $1 - r^2$ was found to be .518. Thus while the degree of relationship was .694, the degree of lack of relationship was found to be .518.

The percentage of association ($r^2 \times 100$) was found to be 48.2%. This value represents the magnitude of the relationship between salary and innovative among First Bank workers. Such a value indicates a moderate relationship between the two variables. Therefore, in terms of predicting one variable from another, it means that only 48.2% of variation in salary scores could



be accounted for, while 51.8% could not be accounted for or explained by reference to scores on innovative among First Bank workers.

Relationship between salary and productivity among First Bank workers

The result here showed that there was a positive but moderate relationship between salary and productivity among First Bank workers in Port Harcourt. This relationship was also statistically significant at 0.05 level of significance. The positive relationship between salary and productivity among First Bank workers means that as scores on salary is increasing, there is corresponding increase in productivity among First Bank workers scores, and vice versa.

This means that workers, whose scores are high on salary, also scored high scores on workers efficiency among First Bank workers, while those whose scores are low on salary; also scored low on workers efficiency among First Bank workers. Tacitly, workers' salary could affect workers' productivity. That is workers' could be effective on their jobs. The finding of the present study is in agreement with those of Ojeleye (2017) who in their separate but related work also found out that there is a positive relationship between salary and teachers job effectiveness.

However, while the coefficient of relationship between salary and productivity among First Bank workers was found to be .426, the proportion of variance not shared between the variables otherwise called coefficient of alienations

$1 - r^2$ was found to be .819. Thus while the degree of relationship was .426, the degree of lack of relationship was found to be .819.

The percentage of association ($r^2 \times 100$) was found to be 18.1%. This value represents the magnitude of the relationship between salary and productivity among First Bank workers. Such a value indicates a moderate relationship between the two variables given the number of respondents involved in the study. Therefore, in terms of predicting one variable from another, it means that only 18.1% of variation in salary scores could be accounted for by productivity among First Bank workers and vice versa. On the other hand, 81.9% could not be accounted for or explained by reference to scores on productivity among First Bank workers.

Relationship between salary and performance among First Bank workers

The result here showed that there was a positive and high relationship between salary and performance among First Bank workers. This relationship was also statistically significant at 0.05 level of significance. The positive relationship between salary and performance among First Bank workers means that as scores on salary is increasing, there is corresponding increase in performance among First Bank workers scores, and vice versa.

This means that whose scores are high on salary, also scored high scores on performance among First Bank workers, while those whose scores are low on salary; also scored low on performance among First Bank workers. Quietly put, salary could affect performance among First Bank workers. That is salary could be effective on their jobs as The finding of the present study is in agreement with those of Ojeleye (2017) who in their separate but related work also found out that there is a positive relationship between salary and teachers job effectiveness.

However, while the coefficient of relationship between salary and performance among First Bank workers was found to be .697, the proportion of variance not shared between the variables otherwise called coefficient of alienations $1 - r^2$ was found to be .518. Thus while the degree of relationship was .697, the degree of lack of relationship was found to be .518.

The percentage of association ($r^2 \times 100$) was found to be 48.6%. This value represents the magnitude of the relationship between salary and performance among First Bank workers. Such a value indicates a moderate relationship between the two variables given the number of



respondents involved in the study. Therefore, in terms of predicting one variable from another, it means that only 48.6% of variation in salary scores could be accounted for by performance among First Bank workers and vice versa. On the other hand, 51.4% could not be accounted for or explained by reference to scores on performance among First Bank workers.

Conclusions

This study has identified the relationship between employee motivation and workers efficiency among First Bank workers in Port Harcourt. This study proposes and finds that employee motivations can be a valuable tool in measuring the level of workers efficiency among First Bank workers in Port Harcourt. The study has substantiated the relationship between individual needs, personal preferences, and work environment towards workers efficiency among First Bank workers in Port Harcourt. The findings supported three hypotheses generated for this study.

Recommendations

The findings of the study have revealed that all the factors investigated are important in any attempt to enhance organization improvement, hence, the following were recommended:

1. Both the home and working environment should be made exciting and conducive for workers. This will help improve their productivity.
2. Cordial relationship should exist between workers, and management. Which will help motivate workers intrinsically and in turn will help increase their productivity?

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