

Non-Monetary Motivation Strategies and Growth of Selected Deposit Money Banks in Ogun State, Nigeria

¹Onu, C. A. (PhD), ²Akinlabi, B. H. (PhD) & ³Makinde, G. O. (PhD)

Department of Business Administration & Marketing, Babcock University, Ilishan-Remo, Ogun State, Nigeria

E-mail: onuc@babcock.edu.ng akinlabib@babcock.edu.ng makindeo@babcock.edu.ng

ABSTRACT

The challenge facing managers in the banking sector is how to get employees committed to their work and put in their best towards the accomplishment of banks' goals and objectives. There was gradual and consistent decline in the performance of banks due to low level of motivation within and outside the banking organizations. It is therefore imperative for managers in the banking sector to design and implement strategies and policies that will adequately address issues relating to employees' welfare so that it will help in achieving industrial peace which is a panacea to organizational growth. The general objective of this study was to establish the effect of non-monetary motivational strategies on the growth of selected deposit money banks in Ogun State, Nigeria. The study adopted cross-sectional survey and target population was 800 staff of the selected commercial banks in Ogun State and sample of 481 employees was used in this study. A stratified sampling technique method was used and data was collected through the use of questionnaire. A pilot study was conducted to pretest the validity and reliability of instruments for data collection. The data was analyzed by use of quantitative method with the help of Statistical Package for Social Sciences (SPSS) version 21.0. The study established that work environment, leadership style, training and career advancement have positive and significant effect on the growth of selected deposit money banks in Ogun State, Nigeria. The regression analysis showed that work environment plays the most significant role on the growth of selected deposit money banks in Ogun State at 5% level of significance. Based on these findings, the study recommended that management of selected deposit money banks in Ogun State should plan very well when considering motivational strategies aimed at increasing overall productivity of the workers so as to achieve growth.

Keywords: Motivation strategies, Leadership style, Training, Work environment, Growth

INTRODUCTION

The issue of employee motivation and organizational performance has been extensively researched for many decades in different parts of the world and the interest is partially attributable to factors such as the need for survival and increasing competition brought about by globalization in the integration of world markets (Steers, Monday, & Shapiro, 2004). In the world today, it is generally accepted that the success or failures of any business organization largely depends on the efficient and effective utilization of the organization employees (Akinyele, 2010). An organization can only achieve its objectives by having and working with motivated employees (Munya, 2017). Therefore, companies irrespective of size and market, strive to motivate their best employees, acknowledging their important role and influence on organizational effectiveness (Dobre, 2013).

As stated, the performance of employees is a concern for any organization because it determines whether the organization meets its targets and goals. In order to achieve their goals and objectives, organizations develop strategies to compete in highly competitive markets and to increase their performance (Knapp & Mujtaba, 2010). It is only through varied organizational strategies that a manager will be able to trigger his/her employee's hidden talents which are highly important in the productivity and performance of the organization. These strategies can be external and internal to employees and one of these strategies employed by managers is motivation. With a well-motivated workforce, an employee's performance can be manifested on the organizational effectiveness, which allows the individuals to focus on the development of their work, in terms of behaviour, skills and knowledge, ethics and effectiveness. Motivation is therefore considered an important value which is vital in the achievement of the organization's goals (Osei, 2011).

The methods used by different organization for motivating their employees differ depending on the nature of the undertaking, category of the organization and the system of operation (Kovach, 1987; Victor, 1980). According to Yang (2008), the motivational techniques implemented by organizations vary and can include team building,

training, enhanced communication, targets, rewards and incentives, job enrichment, quality of working life programs, encouraging participation, checking system for equity, money, and recognizing individual differences. This position was supported by Ikpefan and Adewoye (2004) who opined that there are a lot of incentives that could influence employees' attitude and some of these incentives could be monetary and non-monetary. Every individual in an organization is motivated by some different way. Dobre (2013) stated that different employees will be motivated by different things and it is therefore important for managers to understand what really motivates employees, and that cannot be achieved by simply asking them. As a consequence, management in general lost some rights of the motivational instruments which can be employed to enhance organizational performance.

The growth of commercial banks is a vital part of any country's economy. Commercial banks have continued to develop and provide products that address customers' needs (World Book Encyclopedia, 2008). These banks have come up with motivation strategies for higher productivity in order to fit in the changing business environment dictated to some extent by the category of the bank with the international banks coming up with new products to survive the turbulent times (Uiboupin, 2005). A research investigated the relationship between motivation and employee productivity of Nigerian banks indicated that financial motivation involving monetary rewards is a greater determinant of performance and organizational productivity (Ajayi, 2015).

In Nigeria over the years, different banks claimed they provided favourable motivational strategies for their employees to put in their very best (Onyeukwu & Ekere, 2018). Financially packaged incentives and other monetary rewards are frequently used by Nigerian banks as motivation factors or strategies for better performance, although there are other factors that motivate employees and influence their overall level of performance. Alalade and Oguntodu (2015) identified salaries, bonuses, free expense paid trips and some other tips as motivational strategies used by First Bank of Nigeria, Guaranty Trust Bank, Diamond Bank, Zenith Bank and Wema Bank to motivate employees. This paper thus aimed at identifying various motivational strategies and techniques that exist in the banks, determination of the best motivational techniques that bring the best out of employees and to determine ways of improving productivity through appropriate motivational approach.

This study has contributed to knowledge as it looked into the different form of motivational strategies in Nigerian banking industry instead of the usual motivational strategies studied by previous researchers. Therefore, the relevance of the study in Nigerian banking industry cannot be over-emphasized.

Statements of the Problem

Several studies have been carried out relating to employee motivation, but few have focused on non-monetary motivation strategies and its effect on growth of banks, rather focusing on the motivational techniques and productivity of banking industry (Onyeukwu & Ekere, 2018); motivation and employees' performance in the Nigerian banking industry (Alalade & Oguntodu, 2015); employee attitude towards monetary and non-monetary incentives in the banking industry (Ikpefan & Adewoye, 2004). Therefore, the identified gap needs to be filled. Banks like any long standing big organization faced with the problem of developing and sustaining staff engagement through motivation to achieve high employee and organization productivity and prevent low employee morale and low overall organizational performance. There is a great controversy over the issue of motivating workers in the banks. A study by Nassarawa (2014) indicated that different types of motivation are shown in the Annual Reports and Accounts of the 21 commercial banks in Nigeria. While some of the banks simply stated that, employees are motivated through promotions, institution of hassle-free health management plan, and training and career development programs. Some other banks stated that employees are motivated by continuously reviewing their remuneration package to make them not only competitive in the industry but also to keep abreast of cost of living trends. It should be noted that there are other motivations that appeal to employees in the Nigerian banking industry that are not noted, some of which were not documented in books of the banks. This shows that some other factors that motivated employees were not captured or recognized by the banks. Also, the banks appeared to have copied one another. In that, in most cases they used word for word. Meaning, it look like the banks do not accord much importance to the motivation issue. Mukarramah and Adebisi (2016) observed that it is not certain whether employees in the banking industry are motivated enough to achieve the far-fetched bank goals, and if they are provided with a conducive working environment in which to improve their working ability. It is therefore imperative for managers in the banking sector to design and implement strategies and policies that will adequately address issues relating to employees' welfare so that it will help in achieving industrial peace which is a panacea to organizational growth. This study, therefore, examines effects of non-monetary motivation strategies on the growth of selected deposit money banks in Ogun State, Nigeria.

Objectives of the Study

The main objective of this study is to investigate effects of non-monetary motivation strategies on the growth of selected deposit money banks in Ogun State, Nigeria. In specific terms, the objectives of the study are to:

- i) Determine the effect of work environment on the growth of the selected deposit money banks in Ogun State, Nigeria.
- ii) Examine the effect of leadership styles on the growth of the selected deposit money banks in Ogun State, Nigeria.
- iii) Determine the effect of career advancement on the growth of the selected deposit money banks in Ogun State, Nigeria.
- iv) Assess the effect of training opportunities on the growth of the selected deposit money banks in Ogun State, Nigeria.

Significance of the Study

This study will educate the management of banks in Nigeria on how to motivate their workers to productivity and growth. The study will contribute to making the workplace meaningful and exciting, because motivated workers will bring about improved organization performance.

LITERATURE REVIEW

This section reviews the concept of motivation, and sustainable growth in the Nigerian banking industry by assessing the various definitions and views from numerous previous studies. The literature looks at the various concepts of employee motivation and its effect on the sustainable growth and how they are related to each other, with theories used to back the variables up.

Conceptual Review

Motivation

Motivation can be described as the zeal or the level of commitment which employees put in their efforts to execute organisational tasks successfully. According to Re'em (2011) motivation is coined from the Latin word *motus*, a form of the verb *movere*, which means to move, influence, affect, and excite. He defined motivation as the individual's desire to demonstrate the behaviour and reflects willingness to expend effort. Barto and Martin (1998) as well as (Ahmad, Wasay & Malik, 2012), argued that motivation is a powerful tool that reinforces behaviour and trigger the tendency to continue; in other words, it is an internal drive to satisfy an unsatisfied need and to achieve a certain goal. However, Ali, Abrar and Haider (2012) describe motivation as the psychological processes that cause the arousal, direction and persistence of behaviour. Uzona (2013) states that, to understand motivation, one must understand human nature itself, and that is where the problem of motivation lies. He states that, human nature can be very simple, yet very complex too, and that an understanding and appreciation of this is a prerequisite to effective employee motivation in the workplace and therefore effective management and leadership. The basic motivation model is expressed as:

Stimulus → Appropriate Behaviour → Goal/Desired Output

Motivation can be divided into extrinsic and intrinsic motivation. Intrinsic motivation originates from within the individual and causes the individual to feel stimulated internally (Re'em, 2011). According to Burton (2012), intrinsic motivation is more about an individual's self-satisfaction and the reward is normally within the action itself and does not need external factors to influence behaviour. As a result, intrinsic motivation is the most important and pervasive motivation because it is through this kind of natural motivational tendency that humans, employees this time around develop cognitive, social, and physical abilities to perform their works (Ryan & Deci, 2000). Examples of intrinsic motivation include: eating good meals, listening to music, spending good time with friends, and having a family. However, sometimes people act because external factors have influenced them or prompted them to act in a certain way, and this is referred to as extrinsic motivation (Ryan & Deci, 2000). As opposed to intrinsic motivation where the reward of the action is within the action itself, for extrinsic motivation the outcome or reward is separable from the activity itself (Re'em, 2011). At the workplace the extrinsic motivation would be to attain goals that are non-work related such as getting money to pay personal bills. Burton (2012) argued that extrinsic motivation can come from a fear of a consequence of the actions taken or not taken, such that if the manager tells the employee to do something, it will be done because of extrinsic motivation. An organization can secure active participation of an individual by offering him inducements which contribute in some way to the satisfaction of at least one of his goals. The inducements are referred to as motivation which consists of the forces that drive behaviour towards certain goals (Nweke cited in Madu, 2012).

There are many different forms of motivation. Each one influences behaviour in its own unique way. No single type of motivation works for everyone. People's personalities vary and so accordingly does the type of motivation, that is most effective at inspiring their conduct. In this paper, the types of motivation which are used to denote non-monetary motivation strategies include: work environment, leadership style, and career advancement, training opportunity.

Work Environment

The work environment comprises the physical as well as non-physical features and characteristics of a particular work place where employees carries out organisational tasks. Heath (2006) argued that environment includes the physical locations as well as the immediate surroundings, behavioural procedures, policies, rules, culture, resources, working relationships, and work location, all which influence the ways employees perform their works. The physical workplace environment includes the state of office ventilation, heating, and natural lightning as well as artificial lightning, seating arrangement, the state of furniture, the arrangement of electrical and electronic gadgets and easy pass-ways round the office environment (Akinyele, 2010). Ollukkaran (2012) argued that advantages of work environment that are beneficial to every employee includes time management, inter personal skills, more creativity and experience and right networking. However, workplace also has its own disadvantages which can both be harmful and dangerous and they include sustaining injuries, strains on eyes, encourages sedentary lifestyle which is unhealthy in the long run and salary may not be adequate to meet the increasing cost of living. Having taking these views into consideration, the researchers defined work environment as a place where employees performs assigned duties and it also includes policies, rules and other guiding processes which influence the ways the employees perform their job functions (Oludeyi, 2015).

Leadership Styles

Leadership style and its administration is a major determinant of motivation. The way the leader carries out the administrative duties will determine the type of response the employees will give to such leaders. Jayakrishnan and Rukhmani (2010) believe that leadership style is the style which a leader adopts to organize men and materials to execute organizational tasks. There are many different leadership styles. Different styles work in different situations and a team will be stronger with a variety of different leadership styles. Different scholars have looked at different leadership styles namely: autocratic leadership, bureaucratic leadership, charismatic leadership, transactional leadership, and transformational leadership, all of which are based on several different approaches to leadership. According to Avolio and Bass (2004), effective transactional leadership style is characterized by transactions or exchanges or the promise of reward for good performance, and discipline for poor performance. It doesn't offer much in terms of inspiration, to motivate people to go beyond the basics; therefore employees might get complacent and develop a tendency to achieve minimal expectations that only would help them avoid penalties. If managers do not effectively follow-up on the contingent reward promises, they display behavioural inconsistency and are therefore viewed as ineffective leaders. This type of leadership style is very applicable to commercial banks. The employees of a bank work with set targets which they must achieve. Once the targets have been realized then the staff should be rewarded to motivate them realize the next set target. Transformational leadership style on the other hand focuses on the development of value system of employees, their motivational level and moralities with the development of their skills (Kinyanjui, 1998). This leadership tends to improve the team's morale and motivates the team members (Omar, 2007). The degree of transformational leadership (charisma, intellectual stimulation, and individual consideration in a branch manager has a direct impact on the business unit's performance (Porter, 2005).

Career Advancement

Career advancement means different thing to different people. Career advancement, according to Hall (1976) and Stevens (1978), means reaching a top position at a particular company. There are others definitions by other authors, but for our purpose, it refers to getting promoted or being assigned more responsibilities as well as gaining recognition for quality work or efficient delivery of services. Career advancement also refers to the lifelong process of steady growth in an organisation and the nature of the growth will significantly determine the employee's way of life. Price (2009) posited that career advancement and staff motivation are key strategic considerations for all organisations regardless of size, sector, market or profile. It will also determine the social and economic contributions to the immediate family as well as to the society at large. During this growth process, employees will acquire critical skills and competences within the organisation which will be fully deployed to organisational productive activities. Career advancement and staff motivation are very important for all organisations. Organisations can only grow where the employees are effective and committee to meeting organisational goals and objectives for the benefit of all the stakeholders.

Training Opportunity

Training is an organised activity or event which is aimed at impacting knowledge, information and or instructions to improve the recipient's competences and performance or to help him/her attain a required level of skill (Memoria, 2000). Armstrong (2006) defined training as planned learning experiences which teach employees how to perform current and future jobs more effectively. Training has specific goals of improving recipient capability, productivity and performance. Employee training is when organisations embark on specific training of its work force so as to improve efficiency which will ultimately increase organisation productivity. Dennis and Griffin (2005) concur and argues that training is the planned step towards facilitating employees to seek job-related knowledge including behaviours and skills. Employee training is essential for an organisation's success and it is crucial because it educates workers about the effective use of technology, ensures competitive edge in the market, promotes safety and health among employees, and improves productivity and profitability. Quarley (2012) argued that employee training helps to increase organisational productivity, which further leads to gaining competitive advantage over their peers.

Growth

Growth is described as the progress, which a company steadily achieves without running into financial or business problems. If a business organisation grow too quickly, it might be difficult to keep with the pace and meet the expectations that has been built up and conversely if an organisation grows too slowly, it may stagnate. The ideal situation is for an organisation to find its optimum growth rate and maintain that level over a long period of time. According to International Institute for Sustainable Development (1992), growth and development means adopting business strategies and activities that meet the needs of the enterprise and its stakeholders today while protecting, sustaining and enhancing human and natural resources that will be needed in the future. Furthermore, the Centre for Green Industries (2012) defines business growth as one that meets the short and long-term needs of its stakeholders, minimizes costs, and maximizes profit while preserving the resources needed for a viable future. Some of the variables for sustainable growth in business organisations, which should be given prompt attention, are financial resources, operational efficiencies, employees' skills and government policy operating. Sustainable growth is an important indicator to measure the performance of organisations over a period of time. The growth measurement must cover all the area of business departments like all marketing variables (market growth, market variable, product quality), finance and accounting variables (profitability, leverage, liquidity, cash flow), operational variables (minimal overhead costs, customer satisfaction). Galayda and Yudelson (2010) enumerated five key steps as sustainability steps which are 1) setting the vision, 2) staffing the effort, 3) establishing metrics to measure progress, 4) implementing strategic initiatives and 5) communicating the results to all stakeholders.

Theoretical Review

Several theories have been used by previous researches for understanding the concept of employee motivation and organizational performance, some of which includes Hierarchy of Needs (Maslow, 1943); Two-Factor Theory of Motivation (Herzberg, 1987); Equity Theory (Adams, 1963); Goal Setting Theory (Locke, 1968); Expectancy Theory (Vroom, 1964) and Social Learning Theory (Bandura, 1977). The theories are broadly sub-divided into two groups, namely: (a) The Content theories (b) The Process theories. The content theory deals with the factors that arouse employee to action. In the work place, this theory is concerned with issues that make an employee to work for a job. The theories include: (i) The hierarchy of needs theory by Abraham Maslow (ii) The two factors theory of Fredrick Herzberg. The process theories deal with the choice aspect of an individual. They have a path goal orientation. The theories are of the view that people in their bid to realize their goals are exposed to different alternatives and that a person will choose the path or strategy that will enable him to realize his goals. The Process theory of motivation is- The expectancy theory of Victor Vroom. This study was anchored on the theories.

According to Maslow (1954), cited in Nwachukwu (1988), employee needs can classified into five starting from the basic needs to the higher order needs. He postulated that man is basically a "working animal" and his life is predominantly directed towards satisfying his various needs. And when a need is satisfied, he says it does not serve as motivation again it is the next need that matters. Maslow's theory is based on the following assumptions. (a) Human beings have sets of needs (b) These needs are arranged in order of importance from basic to the complex. (c) Human beings move from one level of needs to the other level of needs only when lower needs are satisfied. These five sets of needs are:

Physiological needs: These are the lowest of Maslow level of need. It deals with the material need for man and his family and includes the need for food, clothing, shelter, sex, etc.

Safety and Security needs: This is the second level of Maslow hierarchy of need theory. It includes the need for a safe working condition, clean environment, job security etc.

Social and Belongings needs: This includes the need for social belongings need, pleasure from cordial interpersonal relationship with co-employee and provision of facilities such as clubhouse, recreation center, etc.

Ego Status and Esteem needs: This need arise when the individual seeks responsibilities and opportunity to prove himself in the organization.

Self-Actualization needs: This is the fulfillment need. This represents the combination of both the lower and the intermediate level of needs. A self-actualized person derives satisfaction from doing challenging job. Figure 1 present Abraham Maslow five basic human needs

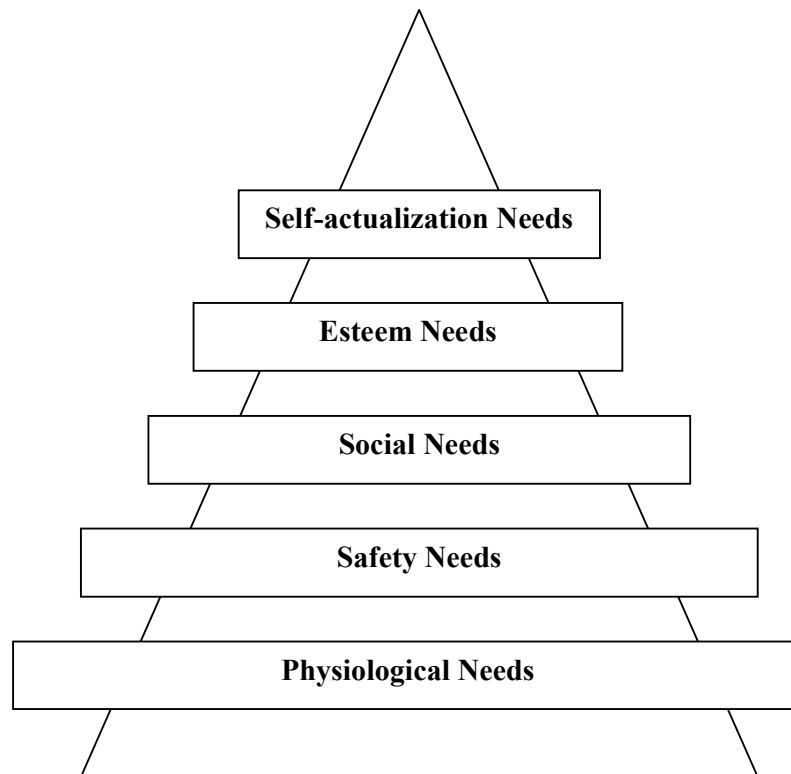


Figure 1. Maslow's hierarchy of needs (Maslow, 1970)

The two factor theory of motivation propounded by Herzberg (1966) cited in Cole (2000) posited that two set of factors namely, the hygiene factor and the motivators, led to employee satisfaction. The hygiene factors he classified as the dissatisfiers while the motivators were referred to as satisfier. The hygiene factors or dissatisfiers do not motivate employees to perform instead they help to maintain a level of low dissatisfaction in the work place .In other words, the hygiene factors strive towards maintaining zero dissatisfaction in the work place. The hygiene factors include amongst others: (1) Pay or Salary (2) working Condition (3) Job Status (4) Status (5) Company Policy (6) Quality of Supervision (7) Quality of Interpersonal relations among peers, Supervision and Subordinates. (8) Welfare Scheme (See Table1). The motivators are the satisfier, which motivate employee to put up good performance while the maintenance factors are demotivators. Figure 2 presents

Table 1: Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory	
Hygiene Factors (lower order needs)	Motivator Factors (higher order needs)
Salary	Career Advancement
Company Policies	Personal growth
Working Conditions	Recognition
Benefits	Responsibility
Job security	Achievement

High Job Dissatisfaction 0 Job Satisfaction High

Herzberg listed money as a dissatisfier. However, there are proofs to the fact that money can either be a motivator or a dissatisfier depending on the individual's pressing needs. The conclusion he drew is that job satisfaction and job dissatisfaction are not opposites. The opposite of Satisfaction is No Satisfaction. The opposite of Dissatisfaction is No Dissatisfaction.

Victor Vroom's (1964) Expectancy Theory (also known as the Valence-Instrumentality- Expectancy Theory) assumes that behaviour results from conscious choices among alternatives whose purpose it is to maximize pleasure and minimize pain. The key elements to this theory are referred to as Expectancy (E), Instrumentality (I), and Valence (V). Critical to the understanding of the theory is the understanding that each of these factors represents a belief. Vroom's theory suggests that the individual will consider the outcomes associated with various levels of performance (from an entire spectrum of performance possibilities), and elect to pursue the level that generates the greatest reward for him or her. Vroom (1964) cited in Cole (2000) posited that force (MOTIVATION) = VALENCE x EXPECTANCY, where force is the strength of a person's motivation, Valence is strength of an individual's performance for a particular outcome and expectancy will lead to a desired outcome. The outcome is the end product of a particular behaviour while the instrumentality refers to the relationship between the first level outcome and second level outcome and the second level outcome can vary between +1.0 and -1.0. The Ability refers to the personal capacity to perform a task i.e what is being disputed in Maslow's theory is the issue of successive saturation. One can easily see the interrelatedness in human needs. In short, by satisfying one need, the other needs are apparently receiving attention for the dignity of human needs is predicated on the satisfaction of all needs. For management to ensure high levels of performance, it must tie desired outcomes (positive valence) to high performance, and ensure that the connection is communicated to employees.

Lawler and Porter (1967) cited in Cole (2000) have extended Vroom's ideas by developing a model which attempts to address two major issues: (1) what factors determine the effort a person puts into his job? (2) What factors affect the relationship between effort and performance? The model used effort, value of rewards, performance, abilities and role perception. The model showed that performance is qualified by individuals' own abilities and understanding, of their roles as well as by the constraints in the environment (e.g. Company Policy).

Empirical Review

Onyeukwu and Ekere (2018) examined the effects of staff motivation strategies on the productivity of Nigerian Banking Industry. The methodological framework adopted for the investigation was descriptive survey design using correlational analysis. The findings of the study revealed that there is a significant relationship between staff motivation strategies, the attraction of skilled labor force, labour turnover, fraud incidences in the banking industry and the organizational productivity. These negative tendencies have implicated the performance of the banking business leading to declining in organizational productivity which over time has eroded public confidence.

Omilani and Akintolu (2017) examined the effectiveness of motivational strategies on productivity, with reference to First Bank of Nigeria and Union Bank of Nigeria employees. The study adopted the descriptive

survey research design. The findings revealed that there is positive relationship between motivational strategies and employees' productivity. The finding also indicated that motivational strategies have significant influence on productivity of workers as it makes workers put in their best always. The result demonstrated that the financial strategies available to employees are leave allowances, bonus and fringe benefits paid when due, availability and accessibility of medical insurance, pension fund scheme and the non-financial strategies are promotions as at when due, training and friendly work environment contribute immensely to high productivity of employees.

Babaita (2011) investigated the place of motivation on employees' performance in the Nigerian Banking Industry. The results of the study proved that motivation has a positive impact on employee performance in the banking industry. He recommended maintaining the enthusiasm of employees, for which management must understand the three sets of goals that the great majority of workers seek from their work, and then satisfy those goals. These goals are equity, achievement, and camaraderie. Specifically, the banks in Nigeria need to go back and re-examine their motivation packages. Most of the items the banks see as motivation were not seen as being so by the banks' employees.

Ojo, Omotayo, Osibanjo and Oyewunmi (2014) investigated career development as a determinant of organizational growth carried out in the banking sector in Lagos through survey research and found that given the competitive and dynamic nature of today's' business, employers may not be able to retain their trained and developed employees having exposed them to various training and development opportunities, they should employ better strategies in retaining their experienced employees, which tends to have great effect on the organizational growth.

Bett (2015) in his study carried out in India through survey research on the effect of training and career development on employee performance, indicate that relevant training that is significant to the current banking industry needs is vital in enhancing employee performance.

Akpa, Okwu, Obiwuru and Nwankwere (2011) studied effects of leadership style on organizational performance of some selected small-scale enterprises in Ikosi-Ketu using survey research design. The study revealed that each of charisma and intellectual stimulation and individual consideration traits of transformational leadership style exerts positive but insignificant effect on followers and performance while the other trait, inspirational motivation, exerts negative but insignificant effect on performance.

A similar study by Asrar-ul-Haq, Kuchinkeb and Muhammad (2016) on the impact of leadership styles on employees and the attitude towards their leader and performance from Pakistani banks which was carried out in Pakistan through survey research method show that there is a significant relationship between transformational leadership and employee performance. However, laissez-faire leadership style showed negative relationship with employee performance outcomes in terms of effectiveness, and employee satisfaction.

Abdu-Ghani, Hashim, Kamarulzaman and Saleh (2011) in their study on the influence of physical office environments towards employees confirms that physical office environments has a great influence on employees' attitudes, behaviour, satisfaction and overall works performance. If the environment is unfriendly, it will affect the organization productivity and growth negatively. A conducive and harmonious working environment will ultimately influence the employees of the organisation positively in many ways including the zeal to improve their productivity hence organisational performance.

Hassan (2014) carried out a research in Rawalpindi, Pakistan on training and development impact on organizational performance with empirical evidence from oil and gas sector of Pakistan and concluded that it is necessary for employers to enhance and sharpen the skills of the human capital in the organizations. The skilled employees will increase performance, which also help organization to grow and attain their objectives.

METHODOLOGY

The researched employed is cross-sectional survey research design. This method was adopted because it assists the researchers to assess the determined sample at the specific time without changing the behaviour or trying to make casual statements. The population of the study comprises of the junior and senior staff of the selected five commercial banks in Ogun State. The five selected banks are First City Monument Bank Plc, Wema Bank, First Bank of Nigeria Plc, Guaranty Trust Bank (GTB), and United Bank of Africa (UBA). The five banks were selected because of their presence in the four divisions as we have in Ogun state. First City Monument Bank Plc (145), Wema Bank Plc (171), First Bank of Nigeria Plc (185), Guaranty Trust Bank (124), and United Bank of Africa (175). A total population of eight hundred (800) members of staff in all the banks were used. However, stratified sampling technique was used to select four hundred and eighty one (481) respondents for the study from each organization by applying the Cochran (1997) formula. The instrument adopted for the data collection

in this study is structured, close-ended questionnaire. The questionnaire contains six (6) Likert point scale. It is purposely design to elicit information from the staff of First City Monument Bank Plc, Wema Bank, First Bank of Nigeria Plc, Guaranty Trust Bank (GTB), and United Bank of Africa (UBA), in Ogun State. The questionnaire was administered on employees found at their duty posts directly at the various banks used for the study.

The face and content validity of the instrument was determined through experts opinions in the field and senior academic at Babcock University, Department of Business Administration and Marketing who critically scrutinized the different items contained in the instrument, suggestions and amendments were made. The internal consistency method was adopted to establish the reliability of the instrument. The test yielded agreeable result which confirmed the reliability of the instrument, through a pilot study conducted with forty one (41) randomly selected respondents from Stanbic IBTC Bank, Eco Bank, Zenith Bank, Access Bank, and Sterling Bank who were not part of the study. The Cronbach Alpha coefficient (α) was 0.79 confirmed the reliability of the instrument.

There are two major variables in this study. That is:

Sustainable Growth = Dependent Variable (Y)

Non-monetary Motivation Strategies = Independent variable (X)

Meanwhile, for the purpose of this study and the need to have what it takes to test for the stated hypotheses, the model for this study shall be expanded to include:

Non-monetary Motivation Strategies assessment:

Work environment (x_1)

Leadership style (x_2)

Career advancement (x_3)

Training opportunity (x_4)

As a result of this, sustainable growth shall measure by responses to questions associated with it in the research instrument and each of the non-monetary motivation strategies also considered as independent. From this however, the model below becomes useful:

$$Y = \alpha_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \mu_i$$

Where:

α_0 is the intercept

β is the coefficient of independent variables and

μ_i is the error term

In order to analyse the data of study, multiple regression analysis was employed. However, from the regression results, coefficient of multiple correlations “R” and multiple determinations “R²” was employed to give robust explanation of variable relatedness and association. Also, coefficient of the independent variables as well as the t – values was equally examined. Testing the hypothesis, F-statistics was adopted. This is so because $n > 30$. The significance level was ($p < 0.05$). This is evident considering the fact that motivation strategies is a subjective and behavioural issue and respondents may not be able to give exact information about the basis behind outcomes of motivation in organisations.

RESULTS AND NTERPRETATION

The analysis of the age of respondents as shown in Table 2 revealed that 11.1% of the respondents were below between 18- 28 years of age, 34.8% respondents were between 29-39 years, and 38.3% were between 40-50 years while 15.9% were 51-60 years and above. The implication of this is that they are within the active labour force since they are not too old or too young. The gender classification of the respondents reveals that majority 59.2% are males while 40.8% are females. This assists in getting a fair deal of information from respondents. Furthermore, 32.2% respondents were single, 67.5% were married, and 0.3% were others. The results also indicated that 23.4% of the respondents have spent less than 1 year in the selected banks, 44.3% had spent between 1-5 years, 27.0% had spent between 6-10 years, while 5.3% had spent between 11-15 years in the organization. The finding implies that most of the respondents have worked for their organization for a

reasonable period of time and therefore had been there for long enough to understand the issue relating to motivation and sustainable growth. Further, the findings revealed that 0.3% are holders of OND/NCE, 68.5% are holders of HND/BSc degree, while 21.2% are Master's and Doctorate (MSc/PhD) degree holders and 10.1% are professional certificate holders. By implication, majority of the respondents are HND/BSc holders.

For the purpose of achieving the objective of study, individual items of Motivation strategies were analysed and regressed against sustainable growth. The coefficients of the result are as shown in Table 2.

Table 2: Coefficients of Individual Motivation Strategies

	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
(Constant)	11.931	.628		19.002	.000
Work Environment	.489	.033	.643	14.660	.000
Leadership Style	.382	.040	.476	9.448	.000
Career Advancement	.259	.048	.297	5.432	.000
Training Opportunities	.257	.035	.386	7.305	.000

Dependent Variable: Growth of Banks

Source: Field survey (2018)

From table 1, a multiple regression model in the form of equation 1 can be derived as:

$$\text{Growth of Banks} = 11.931 + 0.489x_1 + 0.382x_2 + 0.259x_3 + 0.257x_4 \dots\dots\dots 1$$

The model above indicates that all variables of motivation strategies significantly impact positively on the growth of selected deposit money banks in Ogun State, but with different degree of significance. The results are as follows: work environment ($\beta = .489$, $t = 14.660$, $p < 0.05$), leadership style ($\beta = .382$, $t = 9.448$, $p < 0.05$), career advancement ($\beta = .259$, $t = 5.432$, $p < 0.05$), and training opportunities ($\beta = .257$, $t = 7.305$, $p < 0.05$). The implication of this is that work environment is the most significant of all individual items of non-monetary motivation strategies contributing to sustainable growth of the selected deposit money banks in Ogun State, Nigeria. This is in line with the position of Haynes (2008) and Chieze, Kabouh, Adeoye, and Egwuonwu (2017) who conclude that environment is a key determinant of the quality of employees' work, their level of performance, and job satisfaction. This means that inclusion of ergonomic features in furniture's; adequate lighting and ventilation facilities and workspace availability were a significant factor on the performance of the commercial bank employees. The secondly ranked motivation strategy is leadership style. This shows that leadership style has a positive significant effect on the sustainable growth of the selected deposit money banks in Ogun State, Nigeria. This is in agreement with Mulonzi (2017) who established that leadership style was a major determinant of growth of commercial banks. Also, training opportunities and career advancement being significant here are attestation to the works of Owens (2006) and Brum (2010) where they argued that training increases employees' performance which in turn improve organizations productivity positively, and will further check and arrest the several human and financial costs involved with employees' turnover.

CONCLUSION AND RECOMMENDATIONS

The analysis conducted revealed that work environment have greater impact on growth of the banks. Work environment plays a vital role in motivating employees to perform their assigned work for the growth of the selected banks. Adequate lighting and ventilation facilities and workspace availability were cited as some of the critical factors influencing growth of deposit money banks. It was established that leadership style, career advancement, and training opportunities were important ingredients in growth of deposit money banks. Statistically and using the unstandardized beta it was established that there was positive and significant effect of work environment, leadership style, career advancement, and training opportunities on the growth of deposit money banks in Ogun State which were rated at 0.489, 0.382, 0.259 and 0.257 respectively. The study concluded that all the non-monetary motivation strategies for the growth of commercial banks namely work environment, leadership style, career advancement, and training opportunities played a crucial role in the growth of deposit money banks in Ogun State, Nigeria. This is so because trained employees will be able to translate their improved human capital into improved organizational performance and growth. It is evident from the research findings that most banks are anchored on providing several motivation incentives to ensure continued stability and growth. In this context, growth of commercial banks is manifested by increased profits (strong financial base) increased branch network and more customers.

Based on the conclusions the following are the recommendations:

1. Management of selected deposit money banks in Ogun States are advised to plan very well when considering motivational strategies aimed at increasing productivity.
2. The management of selected banks in Ogun States and banking industry in general should provide comfortable working environment which will enhance job satisfaction and career development. Since money is not a sufficient motivator in encouraging the workplace performance required in today's competitive business environment.
3. Incentives programs within the banks should encompass monetary and non-monetary items and should be built into the annual appraisal forms by clearly defining the terms of such motivations.
4. Supervisors and managerial staff should be trained to develop sharper skills so that employees can be up to the task when given the opportunity. Training and development of employees must not be down play.
5. The employee must also be guided and directed on ways by which performance can be improved.

REFERENCES

- Ahmad, M. B., Wasay, E., & Malik, S. U. (2012). Impact of employee motivation on customer satisfaction: Study of Airline Industry in Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 4(6), 531-539.
- Akinyele S. T. (2010). The influence of work environment on workers' productivity: A case study of selected oil and gas industry in Lagos, Nigeria. *African Journal on Business Management*, 4(3), 299–307.
- Alalade, S. Y., & Oguntodu, J. A. (2015). Motivation and employees' performance in the Nigerian banking industry a survey of selected banks. *International Journal of Economics, Commerce and Management*, 3(4), 1-14.
- Babita, I. S. (2011). An appraisal of employee motivation in the Nigerian Banking Industry. *British Journal of Humanities and Social Sciences*, 2(1), 2048-1268.
- Bartol, K. M., & Martin, D. C. (1998). *Management*. New York, NY: McGraw Hill.
- Brum, S. (2010). What impact does training have on employee commitment and employee turnover.
- Burton, K. (2012). A study of motivation: How to Get Your Employees Moving. *Unpublished MBA, Thesis, SPEA Honors Thesis Spring, IN: Indiana University*.
- Chieze, A., Kabouh, M. N., Adeoye, I. A., & Egwuonwu, C. A. (2017). Working environment and employees' job satisfaction in Nigerian Banks. *International Journal of Development Strategies in Humanities, Management and Social Sciences*, 7(1), 60-71.
- Cochrane, S. H. (1979). *Fertility and education: What do we really know?* Baltimore: Johns Hopkins University Press.
- Cole, G, A (2000). *Personal management*. London: Letts Educational Aldine Palace.
- Dobre, O. I. (2013). Employee motivation and organizational performance. *Review of Applied Socio-Economic Research*, 5(1), 53-60.
- Haynes, B. P. (2008). The impact of office comfort on productivity. *Journal of Facilities Management*, 6 (1), 37-51.
- Herzberg, F. (1964). The motivation hygiene concept and problems of manpower. *Personnel Administration*.
- Ikpefan, O. A., & Adewoye, T. O. (2004). An exploratory study of employee attitude towards monetary and non-monetary incentives in the banking industry: A case study of selected Unionised Banks. Department of Banking & Finance Covenant University, Ota, Ogun State.
- Kemoh, L. M. (2016). The impact of motivation on employees' performance in an organization: A case of UNICEF Somalia Support Centre, Nairobi. United States International University – Africa.
- Kinyanjui, (1998). Ziواني and Kigandani Jua Kali Enterprises Clusters: Do small Business Gain by being in close proximity to each other. *Journal of African Research Development*, 27/28: 270 – 290.
- Knapp, P. R., & Mujtaba, B. G. (2010). Strategies for the Design and Administration of Assessment Center Technology: A Case Study for the Selection and Development of Employees. *International Journal of Trade in Services*, 2(2), 163-188.
- Madu, O. C. (2012). Nigerian employers and employees. Retrieved from <http://nigerianobservernews.com>
- Maslow, A. (1970). *Motivation and personality* (2nd Edition). New York: Henper and Row Publisher.
- Mukarramah, M. A., & Adebisi, S. O. (2016). Employee motivation, recruitment practices and banks performance in Nigeria. *International Journal of Entrepreneurial Knowledge*, 2(4), 70-94.

- Mulonzi, M.N. (2017). Effect of leadership style on growth of commercial banks in Mombasa County. *Imperial Journal of Interdisciplinary Research*, 3(2), 1607-1611.
- Munyua, K. M. (2017). Influence of intrinsic motivation on job performance and organisational commitment among the employees: Case of K-Unity, Kiambu County, Kenya. *A Project Submitted In Partial Fulfilment of the Requirements for the Award of Degree of Master of Psychology (Organisational/Industrial)*.
- Muogbo, U. S. (2013). The impact of employee motivation on organizational performance: A study of some selected firms in Anambra State Nigeria. *The International Journal of Engineering and Science*, 2(7), 70-80.
- Nwachukwu, C. C. (1998). Management theory and practice. Africana – Feb Publishing Ltd, Uyo
- Nwankwo, G. O. (1988). *Education and training for public management in Nigeria*. Ibadan: UPC.
- Oludeyi, O. S. (2015) Workplace factors as determinants of job commitment among senior non-teaching staff of Olabisi Onabanjo University, Ogun State. *Master's Thesis*, University of Ibadan, Oyo State, Nigeria.
- Omar, O. E. (2007). Gender based retail bank choice decisions in Nigeria. *Journal of Retail Marketing Management Research*, 1(1), 20- 31
- Omilani, M., & Akintolu, M. (2017). The effectiveness of motivational strategies on productivity in selected financial institutions in Nigeria. *American Journal of Industrial and Business Management*, 7, 881-892.
- Onyeukwu, P. E., & Ekere, N. E. (2018). Evaluation of staff motivation strategies on the productivity of Nigerian Banking Industry. *International Journal of Innovation and Economic Development*, 4(1), 51-59.
- Osei, M. (2011). The effect of motivation on employee performance in Ghana Education Service: A case study of Angel Educational Complex. Unpublished MBA, Thesis. Institute of Distance Learning, Kwame Nkrumah University of Science and Technology.
- Owens, P. L. (2006). One more reason no to cut your training Tudget: The relationship between training and organisational outcomes. *Public Personnel Management*, 35(2), 163-171.
- Porter, M. (2005). *Sustaining a Competitive Advantage*. New York: Free Press.
- Re'em, Y. (2011). Motivating public sector employees: An application-oriented analysis of possibilities and practical tools. *Hertie School of Governance Working Papers*, 60, 1-17.
- Ryan, R. M., & Deci, E. L. (2000). Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions. *Contemporary Educational Psychology*, 25, 54-67
- Shahnawaz, M. G. & Juyal, R. C. (2006). Human Resource Management Practices and Organizational Commitment in Different Organizations. *Journal of the Indian Academy of Applied Psychology*, 32(3), 171-178.
- Steers, B., Monday, A. & Shapiro, H. (2004). Positive psychology: An introduction. *American Psychologists*, 55(1), 5-14.
- Uzonna, U. R. (2013). Impact motivation on employee performance: Case Study of Credit West Bank Cyprus. *Journal of Economics and International Finance*. Available from: <http://academicjournals.org/JEIF>
- Vroom, V. H. (1964). *Work and motivation*. New York: John Wiley.
- Yang, H. (2008). *Efficiency wages and subjective performance pay*. *Economic Inquiry*, 46(2), 179-196.
- Avolio, B. J. & Bass, B. M. (2004). *Multifactor leadership questionnaire: Manual and Sampler Set* (3rd Ed.). Redwood City, CA: Mind Garden