

# **ASSESSMENT OF THE RELATIONSHIP BETWEEN EMPLOYEE MOTIVATION AND EMPLOYEE PERFORMANCE AT A BANK IN GHANA**

**Gerald Dapaah Gyamfi** 

Department of Business Administration, University of Professional Studies, Accra, Ghana

gdgyamfi@upsamail.edu.gh

## **Abstract**

*In the banking industry both monetary and non-monetary incentives used to motivate employees contribute to increase employee morale and job performance. To assess the relationship between employee motivation and employee performance, the researcher used cross-sectional survey to solicit the opinions of 200 employees from a commercial bank in Ghana for the assessment. The findings revealed that there was a significant and positive relationship between the use of recognition, advancement, safety and job security, and employee performance at the bank. Statistical test using multiple linear regression analysis resulted that the overall effect of employee motivation on employee performance at the bank was not significant at 95% confidence level ( $P > .05$ ). The researcher recommended that the bank should take steps to improve upon the financial rewards of the employees and involve them in the decision-making process in order to get the employees contribute their maximum effort to improve their performances at the bank.*

*Keywords: Employee Motivation, Intrinsic Factors, Extrinsic Rewards, Banking Industry, Ghana*

## **INTRODUCTION**

Motivation is a psychological factor that directs employees' behavior towards the desired goal of an organization and enables the employees positively contribute to improve performance (Jones & George, 2008). In the banking industry, there is a relationship between employee motivation and employee performance. Major factors that constitute employee motivation in the industry and have much impact on their perceived performance are the use of intrinsic rewards (Qayyum, 2012). In moving employees to contribute more effort to improve performance, both

extrinsic and intrinsic factors play effective roles. In the industry, employee performance is influenced by both intrinsic and extrinsic rewards. The intrinsic and extrinsic factors energize the employees to work hard to improve performance (Qureshi, Shanu, & Kashif, 2009).

### **Extrinsic Rewards and Performance**

In the banking industry both monetary and non-monetary incentives are used to motivate employees to increase their performance to achieve organizational objectives and comparative advantage (Chih-Ying, 2003; Jones & George, 2008). Ryan & Deci (2000) indicate that, “extrinsic motivation is a construct that pertains whenever an activity is done in order to attain some separable outcomes” (Ryan & Deci, 2000, p. 60). In the banking industry, managers use incentive factors to boost the performance of their employees. An employee may be extrinsically motivated and may direct behavior towards performance as a result of an external regulation that provides integrated rewards such as perceived through self-examination in meeting specified needs or values (Kamery, 2004). Traditionally, incentive measures used by employers to motivate their employees include salaries/wages; direct financial benefits such as pensions, life insurance packages, allowances, and subsidies; indirect financial benefits such as meals (subsidized), scholarship for further studies, free transport services, free accommodation, and free clothing. Other extrinsic rewards include flexible schedules; holidays, study leave, vacation, and maternity leave; amenities, access to loan facilities, etc. Feedback, coaching, and mentoring are other extrinsic rewards that the banks use to motivate their employees (UNDP, 2006). The provision of performance feedback that is positive directs behaviors towards improvement in performance (Zhou, 2003, Guo, Liao, Liao, & Zhang, 2014).

### **Intrinsic Rewards and Performance**

Intrinsic motivation is a pervasive type of motivation obtained from the conditions that move employees to perform because of inherent satisfaction derived instead of external rewards, pleasures, or seeking benefits that have separable consequences (Ryan & Deci, 2000). Intrinsic motivation is a psychological force that impels employees to perform based on an aspect of nature that is expressed under certain conditions (Gyamfi, 2014). The reward is based on inclination to seek interest in the performance of an activity (Ryan & Deci, 2000). The intrinsic rewards that motivate employees in the banking sector may include developmental feedback, autonomy, skill development, and opportunity to develop (Gyamfi, 2012). Provision of feedback that is developmental supports employees’ behavior, promotes employee learning, and stimulates employees to work to increase production (Zhou, 2003; Stealman & Rutkowski, 2004).

## **Effect of Motivation on Performance**

Organizational practice that is highly related to performance is gaining high commitment of the employees (Taylor & Taylor, 2011). In discussing performance, a distinction can be made of in-role (or task) performance and extra-role (or contextual) performance. Task performance is a performance relating to an individual employee's assigned role and constitutes part of the job description (Lyons, Duxbury, & Higgins, 2006). Extra-role or contextual performance is related to the employee's activities in supporting or in cooperation with other employees in the same organization to help improve the overall job performance of the organization (Gyamfi, 2012). Both extrinsic and intrinsic rewards are vital for the motivation of employees in the banking sector to improve upon performance (Qureshi, Shanu, & Kashif, 2009). Bank managers are more interested in making provision for the motivation and empowerment of their employees to perform toward the achievement of tasks (Kamery, 2014).

## **Statement of the Problem and Purpose of the Study**

Contemporary, in the banking industry of Ghana there has been an upsurge in labor turnover as a result of poor motivation of the employees leading to under performance of the banks (Dwomo, & Korankye, 2012). UNDP Report (2006) on motivation and performance assert that traditionally, many employers use factors such as salaries, recognition, or sanctions to push employees to increase performance. The question of whether the employees perform as a result of how they are motivated arises (Dwomo, 2012). In Ghana, there is lack of literature on the relationship between motivation of employees in the banking sector and employee performance. To bridge the gap in knowledge this study aims at assessing the relationship between employee motivation and employee performance at a bank in Ghana.

## **Study Objectives**

- 1) To assess the motivational level of the employees of the bank
- 2) To assess the level of employee performance at the bank
- 3) To evaluate the effect of motivation on employee performance

## **LITERATURE REVIEW**

### **Underpinning Theories**

In exploring the relationship between motivation and performance many theories have been propounded aiming to enable managers understand "what" and "how" to arouse or direct the behavior of employees towards the achievement of organizational goals (Bagraim, Cunningham, Potgieter, & Viedge, 2007). Conventionally, styles of motivation are based on the

dimensions of intrinsic-extrinsic dichotomy. There are two different forms of motivation that mostly affect performance: the Need (or Content) theories and Process theories. Theory X and Theory Y of McGregor and the Two-Factor Theory of Herzberg which are all based on Maslow's Need Hierarchy are examples of needs theories that lay emphasis on both extrinsic and intrinsic rewards (Frey & Jegen, 2001; Chen et al., 2012). On extrinsic motivation, evidence indicates that employees working in banks and other sectors of an economy demonstrate their desires for physiological needs, job security and physical working environment that are pleasant- and constitute Maslow's lower level needs (De Cooman, Gieter, Pepermans, & Jegen, 2011). Intrinsic rewards are based on higher-level needs of Maslow and include the esteem and actualization needs or the satisfaction factors of Herzberg theory, or the Growth needs of McClelland's Existence, Relatedness, and Growth (ERG) theory (Bashir, Ghazanfar, Abrar, & Dar, 2014). This type of motivation is experienced by people at work when the work itself stimulates them instead of receiving stimulation from outcomes generated from external sources (Lam, Yik, & Schaubroeck, 2002).

Process theories are based on psychological processes that impel people to work to improve performance. Process theories concern why people make choices for some behavioral options that give them satisfaction and enable them make conscious decisions to perform. Examples of process theories are Adam's Equity theory of motivation, Vroom's Expectancy theory of motivation, and Skinner's Reinforcement theory (Griffin & Moorhead, 2009; Coetse, 2003).

### **Related Studies**

In exploring the relationship between employee motivation and employee performance at a Bank in Pakistan using a cross-sectional study, the findings, using correlation analysis, revealed that there is a strong positive relationship between employee motivation and employee performance (Bashir et al., 2014). A related study to investigate the relationship between extrinsic rewards and employee performance by Qureshi et al. (2009) revealed that employee performance has positive correlation with extrinsic rewards such as pay, bonus, and other fringe benefits (Jones & George, 2008). Filipkowski and Johnson (2008) research findings at a bank indicated that poor reward and job insecurity (extrinsic rewards) have negative relationship with employee performance.

Research findings indicate that intrinsic factors have positive relationship with employee performance (Zhou, 2003; Zhong & Chen, 2012; Joo & Pak, 2010). The findings from a study on developmental feedback and performance indicated that there is a strong positive correlation between intrinsic factors of motivation and employee performance (Guo et al., 2014).

Kirovka and Qoku (2014) studied employee performance assessment and their findings concluded that increases in the level of motivation bring about increases in the performance of employees. The outcome of a study by Qayyum (2012) analyzing the level of motivation of employees and demographic factors of employees also proved that demographic factors such as age, level of education, sex, and number of years working experience have direct positive influence on the factors of motivation of employees. A cross-sectional exploratory study of Banks in Omani on level of motivation of the employees indicated that the employee level of motivation was very high and that brought about improvement in performance (Al, & Ahmed, 2013).

### **Hypotheses Statement**

Based on the literature review and the objective of the study stated above, the following hypotheses were tested:

H<sub>1</sub>. There is a significant and positive relationship between the intrinsic factors of motivation and employee performance at the selected bank.

H<sub>2</sub>. There is a significant positive relationship between the extrinsic factors of motivation and employee performance at the selected bank.

H<sub>3</sub>. The relationship between employee motivation and employee performance at the selected bank is high, significant, and positive.

### **Definitions**

*Employee motivation* is defined as an inner force that moves employees to improve performance to achieve personal and organizational goals.

*Employee performance* is operationally defined as a job related activity carried out by employees of an organization and how well the employees execute the activities.

*Extrinsic Factor* is defined as “a construct that pertains whenever an activity is done in order to attain some separable outcomes” (Ryan & Deci, 2000, p. 60). It is experienced when employees give off their high effort to perform as a result of rewards received from external factors.

*Intrinsic factor* is defined as the driving force that impels employees to perform “because it is inherently interesting or enjoyable...rather than for some separable consequence” (Ryan & Deci, 2000, pp. 55, 56).

## **METHODS**

Research methods contribute significantly to the specification of the means through which exploration into a research operation becomes a reality (Krathwohl & Smith, 2005). The method must be described in detail as possible to enable other researchers in the area make meaning out of the research (Wiersma & Jurs, 2005). It guides a researcher to come out with a reliable outcome of a particular study.

### **Research Setting**

The Bank used for this study is a commercial bank with over 150 branches in Ghana. It is one of the independent commercial banks with focus on gaining the commitment of its clients. The bank aims at serving, providing financial empowerment, and supporting workers and other people in Ghana. It was founded over sixty years ago, licensed by Bank of Ghana, and it may be considered as one of the leading banks in Ghana. The Bank has enhanced its operations through the use of information and computer technology systems to diversify its financial products. The success of the bank depends mostly on the motivation and performance of its professionals of different disciplines (employees). The findings of this study may contribute to make the bank one of the leading banks with improvement in services it renders to its clients resulting from motivation of its employees.

### **Research Design**

Research design is the plan and structure that guide researchers in their investigation into a phenomenon (Kotzar, Seuring, Muller, & Reiner, 2005). The researcher of this study used cross-sectional survey to solicit the opinions of the employees of the bank on issues of employee motivation and employee performance at the bank (Gyamfi, 2014). The cross-sectional survey facilitates gathering data from respondents representing the population of study. One advantage of using cross-sectional survey is that it is time and cost effective (Oppenheim, 1992).

### **Population and Sample**

The population of the employees used for this study is 2,101 made up of professionals from different disciplines working with the bank. The researcher considered it appropriate to use this population for the study because of the growing size of the bank since its inception in 1953 with population of 27. Saunders, Levis, and Thornhill (2009) have indicated that the size of sample selected and how it is selected can have implications on the reliability of the outcome of a research. Out of the population, 200 employees were sampled from ten branches (20 from each

branch) of the Bank using stratified sampling technique. The participants were sampled from employees at the top management, middle management, and operational levels of the bank.

### **Instrument**

Standardized questionnaire structured into three sections (A, B, and C) was used for data collection for the study. Section “A” was used to measure the demographic profile of the respondents. The data items included gender, age, marital status, tenure of service, and educational level of the respondents.

Items in section “B” of the questionnaire were adapted from Minnesota Satisfaction Questionnaire (MSQ) to determine the level of motivation of the employees of the bank. There were 15 items in all divided into five items measuring the intrinsic motivation, and 10 items measuring extrinsic motivation. The items were measured on a five-point Likert scale ranging from (1) Not Satisfied to (5) Extremely Satisfied. The items used to measure the level of satisfaction of the intrinsic motivation included, “indicate your level of satisfaction on the way your contribution is recognized,” “indicate your level of satisfaction for opportunity for training and development offered (Advancement),” and “indicate your level of satisfaction on the extent to which you are free to take decisions on your own (responsibility).”

The items used to measure the extrinsic motivation included, “Indicate your level of satisfaction on your financial compensation for work done (salary),” indicate your level of satisfaction on how your health issues are considered by the bank (safety),” indicate your level of satisfaction on the nature of your relationship with your boss (supervision), and “indicate your level of satisfaction on your general working environment.” The Cronbach Alpha (reliability coefficient) of the questionnaire was .92. According to Sousa, Aspinwall, and Rodrigues (2006), the value of Cronbach Alpha of .7 or more is judged to be more reliable. Lower values of Cronbach Alpha may be considered reliable based on the objective of the study and the researcher’s approach (Hair, Money, Samoul, & Page, 2007).

Section “C” of the questionnaire was used to measure performance of the employees. Fifteen items were used to measure performance from a scale adapted from the studies of Williams and Anderson (1991) to measure intra-role and extra-role performance. The items were measured using a five-point Likert scale. The scale ranged from (1) very low, meaning performance is far below expectation to (5) very high, meaning performance is far above expectation. Respondents were asked to indicate their response using the performance indicators such as, “Ability to attract customers,” “Completeness of work on schedule,” “Ability to work on your own,” Overall job performance,” and acceptability of completed work by superiors. Cronbach Alpha was .91.

## **Pilot Test**

To ensure reliability and validity of the instrument, the researcher pilot tested the instrument using 15 employees of an analogous commercial bank. The trial run was to enable the researcher detect and iron out any fundamental problems that the respondents might encounter when responding to the survey prior to the administration of the questionnaire on the actual selected participants. Before and after the pilot test a panel of judges made up of five experts considered the instrument and helped to correct any fundamental problems anticipated prior to the full-scale administration of the survey revealed from the pilot test.

## **Data Collection**

The questionnaire was administered on the two hundred participants after the pilot test. The respondents were given two weeks response time. The entire self-completed questionnaire administered was retrieve with 100 percent response rate, using personal contacts.

## **EMPIRICAL FINDINGS**

### **Demographic Profile**

The researcher used descriptive statistics as indicated in Table 1 for the statistical analysis of the demographic profile collected from the respondents. The statistics indicated that females dominated over the male counterparts with 64 percent as against 36 percent of the male employees of the bank.

Over half the number of the respondents were found to be within the age range 20-29 (52%). More participants were found to be within the age group 50-59 (14%) than the participants within 40-49 (10%).

More than half of the respondents were found married (52%). Thirty-eight percent of the participants were not married. There were some divorced (2%) and widows/widowers (6%) found among the respondents.

Thirty-six percent of the respondents were tellers, 10 percent accountants, 10 percent marketers, eight percent managers, and six percent general managers were among the respondents.

On tenure, the statistical data indicated that 48 percent had worked up to five years of their employment at the bank, 30 percent had worked from six to ten years with the bank, 10 percent had worked from 11 to 15 years and 12 percent, 16 years and above.



Table 1 Demographic Profile

	Category	Frequency	Percentage
<b>Gender</b>	Male	72	36
	Female	128	64
	Total	200	100
<b>Marital Status</b>	Not married	76	38
	Married	104	52
	Divorced	8	4
	Widow/Widower	12	6
	Total	200	100
<b>Age (Years)</b>	20-29	104	52
	30-39	48	24
	40-49	20	10
	50-59	28	14
	Total	200	100
<b>Tenure of Job (Years)</b>	1-5	96	48
	6-10	60	30
	11-15	20	10
	16 and above	24	12
	Total	200	100
<b>Position Held</b>	General Manager	12	6
	Manager	16	8
	Accountant	20	10
	Marketer	25	10
	Teller	72	36
	Others	60	30
	Total	100	100
<b>Educational Background</b>	Graduate	52	26
	Undergraduate	132	66
	Diploma	12	6
	Secondary	4	2
	Total	200	100

### Level of Employee Intrinsic Motivation

Using descriptive statistical analysis, the level of satisfaction of the participants on the intrinsic factors was determined as shown in Table 2. The statistics indicate that among the intrinsic factors considered, the levels of satisfaction of the employees were: nature of work performed, high (M= 3,06; SD= 0.47); recognition, less high (M = 2.96, SD= 0.78); advancement, less high (M= 2.96, SD= 0.94); job security, less high (2,90, SD= 1.05) and responsibility, less high (M= 2.74, SD= 1.06).

Table 2: Intrinsic Motivation of the Employees

Intrinsic Factors	N	Mean	Stand. Dev.
Recognition	200	2.96	0.94
Advancement	200	2.96	1.05
Job Security	200	2.90	1.06
Responsibility	200	2.74	0.47
Nature of Work Itself	200	3.06	0.78

Scale: 1=Not High, 2= Less High, 3= High 4= very High, and 5= Extremely High

### Level of Employees Extrinsic Motivation

The employees were satisfied with the following factors: relationship with co-workers (M= 3.4, SD= 0.73), safety issues put in place (M= M= 3.36, SD= 0.94), relationship with supervisors (M= 3.30, SD= 0.73), nature of the work itself generally (M= 3.24, SD= 0.87), and the working conditions (M= 3.08, SD= 0.80). The employees were less satisfied with the rest of the items as indicated in Table 3.

Table 3 Level of Satisfaction for Extrinsic Factors

Extrinsic Factor	N	Mean (M)	Stand. Dev. (SD)
Financial Compensation for work done	200	2.56	0.86
Extra duty Allowance	200	2.62	1.21
Co-worker Relationship	200	3.54	0.73
Promotion	200	2.72	1.16
Supervision	200	3.30	0.73
General Working Conditions	200	3.08	0.80
Participation in decision-making	200	2.96	1.02
Safety	200	3.36	0.94
Time-schedule flexibility	200	2.92	0.77

### Evaluation of Employee Performance

The outcome of the descriptive test revealed that the performance level of the employees was very high in terms of quality of work performed (M= 4.08, SD= 0.52), ability to satisfy customers (M= 4.08, SD= 0.72), and overall job performance (M= 4.14, SD= 0.18). It was also realized that the performance level of the rest of the items was also high as indicated in Table 4.

Table 4: Level of Employee Performance

	N	Mean (M)	Standard Deviation (SD)
Over all job performance	200	4.14	0.80
Completing work schedule	200	3.84	0.68
Organizing work loads	200	3.54	0.81
Quality of work performed	200	4.08	0.5
Serving customers satisfactorily	200	4.08	0.72
Morale at work	200	3.50	0.95
Dependability	200	3.94	0.76
Attracting customers	200	3.92	0.98
Daily work performance	200	3.82	0.68
Skills in planning job	200	3.76	0.74
Job desire	200	3.48	0.88
Promptness to work	200	3.95	0.88
Superiors acceptance of work	200	3.68	0.62
Communication skills	200	3.66	0.89
Adapting to emergency situation	200	3.66	0.77

1=Not High, 2= Less High, 3=High, 4=Very High, 5=Extremely High

### Relationship between Motivation and Performance

The relationship between motivation and performance of the employees using the demographic factors as controlling variables was obtained using multiple linear regression (Table 5).

Table 5: Effect of Employee Motivation on Employee Performance

	B	Std. Error	Beta	T	Sig.
Constant	2.111	0.190		2.383	0.024*
Gender	-0.178	0.212	-0.107	-0.839	0.408
Age	-0.035	0.206	-0.047	-0.170	0.866
Tenure of Office	0.272	0.188	0.346	0.247	0.158
Level of Education	0.055	0.224	0.224	1.447	0.807
<b>Extrinsic Motivation</b>					
Salary/Wages	0.132	0.190	0.141	0.695	0.492
Promotion	0.116	0.243	0.167	0.478	0.636
Extra Duty Allowance	-0.196	0.175	-0.293	-1.118	0.273
Involvement in Decision-Making	0.040	0.227	0.051	0.176	0.862
Health Issues	0.359	0.147	0.418	2.435	0.021*
Co-Worker Relationship	0.030	0.171	0.027	0.173	0.864
Supervision	0.062	0.176	0.056	0.350	0.729
Job Flexibility	0.089	0.162	0.085	0.546	0.589
<b>Intrinsic Motivation</b>					
Job Security	-0.354	0.127	-0.462	-2.799	0.009*
Advancement	0.190	0.164	0.222	1.154	0.257
Responsibility	0.424	0.173	0.559	2.446	0.021*
Recognition	-0.526	0.177	-0.509	-2.968	0.006*
Nature of Work itself	0.296	0.280	0.172	1.056	0.300
<b>Overall Level of Employee Motivation</b>	-0.167	0.226	-0.180	-0.740	0.465

\*P<0.05, R<sup>2</sup>=72.2, F=4.098

The analysis of the extrinsic dimension of motivation considered revealed that only the safety/health issues handled by the bank had significant positive effect on the overall performance of the employees ( $P=0.021$ ). The analysis of the intrinsic dimensions of motivation showed that the intrinsic factors of motivation that had significant and positive influence on employee performance at the bank were recognition ( $P= 0.006$ ), advancement ( $P= 0.021$ ), and job security ( $P= 0.009$ ). The study revealed that none of the controlling variables, demographic factors, such as age, tenure of office or gender had effect that is significant on the employees job performance ( $P>0.05$ ). The overall effect of job motivation on employee performance at the bank was not significant at 95% confidence level ( $P>.05$ ).

### **Discussion of the Results**

The outcome of the study indicated that the effect of recognition, job security and responsibility (intrinsic factors) provided had significant and positive effect on performance. This supports the findings of Zhou (2003) and Stealman & Rutkowski (2004), and confirms the first hypothesis that “there is a significant positive relationship between intrinsic motivation and employee performance at the selected bank.” Among the extrinsic factors, only health/safety factor had positive significant relationship with employee performance and supported the research findings of Qureshi et al (2009) and Filipkowski and Johnson (2008). The finding also confirmed the second hypothesis that “there is a significant positive relationship between the extrinsic factors and employee job performance at the bank.” The statistical analysis revealed that the coefficient of determination indicated,  $R^2 = 72.2$ . The implication is that 72.2% of the employee performance could be attributed to the motivation of the employees and the remaining 27.8% could be attributed to other factors than motivation. However, the relationship between the overall motivation of employees and employee performance was not significant and fails to confirm the third hypothesis that, “the relationship between employee motivation and employee performance is high, significant, and positive.”

### **CONCLUSION AND RECOMMENDATIONS**

The findings of the study revealed that the overall employee performance was very satisfactory. The findings also revealed that majority of both the intrinsic and extrinsic items rated less satisfactory. To improve employee motivation and performance the following recommendations are made:

- 1) The bank should take steps to improve upon the financial rewards to the employees by making provision for extra duty allowance.

- 2) The employees' views should also be factored in the decision-making process of the bank.
- 3) Promotion procedures and time-schedules of the employees should be reconsidered to make the employees contribute their maximum effort to improve their job performances.
- 4) The jobs of the employees should be enriched using recognition, advancement, and responsibility aspects of motivation.

## LIMITATIONS OF THE CURRENT STUDY

The current study was carried out with some limitations. The study was limited to only one commercial bank with many branches in Ghana. The geographical factors that could affect the motivation of the employees at various branches were not factored in the research. Future researchers are encouraged to consider the geographical factors that could affect the motivation of the bank. The study did not also extend to external factors that could have influence on the employees' performance. Future researchers are encouraged to research into the external factors.

## REFERENCES

- Al, A., & Ahmed, A. (2013, Summer). Exploratory study on employees' motivation in the Omani private banking sector. *International Journal of Organization Theory & behavior*, 16(2), 208-220.
- Bashir, M, Ghazanfar, F., Abrar, M., & Dar, A. T. (2014). Mediating role of employee motivation in relationship to post-selection HRM practices and organizational performance. *International Review of Management and Marketing*, 4(3), 224-238.
- Bagraim, J., Cunningham, P., Potgieter, T., & Viedge, C. (2007). *Organizational behavior: A contemporary South African perspective*. (2<sup>nd</sup> ed.). Pretoria: Van Schaik.
- Chen, C, & Bozeman, B. (2013, may). Understanding public and non-profit managers motivation through the lens of self-determination theory. *Public Management Review*, 15(4), 584-607. doi: 10.1080/14719037.2012.698853
- Chih-Ying, C. (2003). Investment opportunities and the relationship between equity, value, and employees' bonus. *Journal of Business Finance & Accountability*, 30(7).
- Coetse, L. D. (2003). *Peak performance and productivity*. (2<sup>nd</sup> ed.). Potchefstroom: Van Schaik.
- De Cooman, R., Gieter, S., Pepermans, R, & Jegen, M. (2011). A cross-sector comparison of motivation-related concepts in f-profit and not-for-profit service organizations. *Non-profit and Voluntary Sector Quarterly*, 40(2), 296-317.
- Dwomo, G. (2012). The relationship between employee voice and organizational performance of Electricity Company of Ghana. *European Journal of Management*, 4(6), 1-6.
- Dwomo, G. & Korankye, T. (2012). Labor turnover and its impact on performance of banks in Ghana. *European Journal of Business and Management*, 4(7), 201-217.
- Filipkowski, M., Johnson, C. M. (2008). Comparisons of performance and job security in union and non-union sites of a manufacturing company. *Journal of Organizational Behavior Management*, 28, 218-237.
- Frey, B. S., & Jegen, R. (2001). Motivation crowding theories. *Journal of Economic Surveys*, 15(5), 589-611).

- Griffin, W. & Moorhead, G. (2009). *Organizational behavior: managing people and organization*. (9<sup>th</sup>ed.). New York, NY: Thompson South-Western.
- Guo, Y., Liao, J., Liao, S., Zhang, Y. (2014). The mediating role of intrinsic motivation: The relationship between developmental feedback and employee job performance. *Social Behavior & Personality: An International Journal*, 42(5), 731-741. doi: 10.2224/sbp.2014.42.5.731
- Gyamfi, G. D. (2012). *Evaluation of motivating incentives on performance of police personnel at Tema Community 2*. In D. Palmer, M. M. Berlin, & D. K. Das. (Eds.). *Global Environment of Policing*. New York, NY: Taylor & Francis Group/CRC Press.
- Gyamfi, G. D. (2014). *Management handbook for students and practitioners*. Photon eBooks. Impact Index 4.23. UBN: 015-A94510112001. Retrieved on December 5<sup>th</sup>, 2014 from <https://sites.google.com/site/photonebooks/home/business-management/>
- Gyamfi, G. D. (2014). Influence of job stress on job satisfaction: Empirical evidence from Ghana Police Service. *International Business Research*, 7(9), 108-118. doi:10.5539/ibr.v7n9p108.
- Hancer, M. & George, R. T. (2003). Job satisfaction of restaurant employees: An empirical investigation using the Minnesota Satisfaction Questionnaire. *Journal of Hospitality & Tourism*, 27(1), 85-100
- Hair, Jr J. F., Money, A. H., Samouel, P., & Page, M. (2007). *Research methods for business*. Chichester: John Wiley and Sons.
- Jones, G., & George, J. (2008). Performance progress and prospects. *Academy of Management Journal*, 39, 779-801.
- Jones, G., & George, J. (2014). *Motivation and performance in education*. BuletinStiintific, 19(2), 114-119.
- Joo, B. K., & Pak, S. (2010). Career satisfaction, organizational commitment, and turnover intention: The effects of goal orientation, organizational learning culture and developmental feedback. *Leadership & Organization Development Journal*, 31, 482-500.
- Kamery, R. H. (2004). Employee motivation as it relates to effectiveness, efficiency, productivity, and performance. *Allied Academics International Conferences*, 139-144.
- Kirovska, Z., & Goku, N. (2014, December). System of employee performance assessment, factor for sustainable efficiency of organization. *Journal of Sustainable Development*, 5(11), 25-51.
- Kotzar, H., Seuring, S., Muller, M., & Reiner, G. (2005). *Research methodologies in supply chain management*. Yhysica-Verlag: Heidelberg.
- Krathwohl, D. R. & Smith, N. L. (2005). *How to prepare a dissertation proposal*. Syracuse, New York: University of Syracuse Press.
- Lam, S. K., Yik, M. S. M., & Schaubroeck, J. (2002). Responses to formal performance appraisal feedback: The role of negative affectivity. *Journal of Applied Psychology*, 87, 199-201.
- Lyons, S. T., Duxbury, L. E., & Higgins, C. A. (2006). A comparison of the values and commitment of private sector, public sector, and para public sector employees. *Public Administration Review*, 66(4), 605-618.
- Oppenheim, A. W. (1992). *Questionnaire design, interviewing, and attitudinal measurement*. London: Continuum.
- Qayyum, A. (2012). An empirical analysis of employee motivation and the role of demographic: The banking industry of Pakistan. *Global Business & Management Rsearch*, 4(1), 1-14.
- Qureshi, M. I., Shanu, T., & Kashif, R. (2009). Relationship between rewards and employee performance. *Journal of Business & Policy Research*, 15, 18-26.
- Ryan, R., & Deci, E. C. (2000). Intrinsic and extrinsic motivation: Classic definitions and new directions. *Contemporary Educational Psychology*, 25, 54-67. doi: 10.1006/ceps.1999.1020.
- Saunders, M., Levis, P., & Thornhill, A. (2009). *Research methods for business students*. (5<sup>th</sup>ed.). Harlow: Prentice.

Sousa, S. D., Aspinwall, E. M., & Rodrigues, A. G. (2006). Performance measures in English small and medium enterprises: Survey results. *Benchmarking: An International Journal*, 13(1/2), 120-134.

Steelman, L. A., Rutkowski, K. A. (2004). Moderators of employee reactions to negative feedback. *Journal of Managerial Psychology*, 19, 6-8.

Taylor, J., & Taylor, R. (2011). Working hard for more money or working hard to make a difference? Efficiency, wages, public sector motivation and effect. *Review of Public Personnel Administration*, 31(1), 67-86.

UNDP (2006, November). Incentive systems: Incentives, motivation, and development performance. Capacity Development Resource Report Conference Paper #8 Working Draft.

Wiersma, W., & Jurs, S. (2005). *Research methods in education*. (8<sup>th</sup> ed.). Boston, MA: Pearson.

Williams, C. T., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organization citizenship and in-role behaviors. *Journal of Management*, 17(3), 601-617

Zhou, J. (2003). When the presence of creative coworkers is related to creativity: Role of supervision, close monitoring, developmental feedback and creative personality. *Journal of Applied Psychology*, 88, 413-422