

## Examining the Relationship between Motivational Strategies and Job Satisfaction: An Empirical Study

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### Abstract

*The purpose of this study was to investigate the influence of motivational strategies on staff satisfaction. Using the quantitative methodology, data was gathered from two hundred and seventy one (271) respondents (employees) of Eco bank Ghana. The Pearson's product moment correlation analyses were used to establish the relationship between motivational strategies and all dimensions of job satisfaction. The standard regression analysis was also used to determine the influence of motivation on job satisfaction. Firstly, the study showed that employees were most satisfied with training ( $M=3.89$ ,  $SD=.640$ ) and least satisfied with the benefits they receive from the organisation ( $M=3.36$ ,  $SD=.581$ ). The results revealed that there exist a significant positive relationship between motivational strategies and all dimensions of job satisfaction (training satisfaction, recognition satisfaction, payment satisfaction, promotion satisfaction and benefit satisfaction). Also, it was confirmed that motivational strategies had a significant influence on all dimensions of job satisfaction. The results indicate that if employees are well motivated through strategies such as car loan systems, housing loan systems, fringe benefits, fair promotional packages, educational systems and justifiable salary differences, they will be satisfied and work towards a better performance of the organization.*

**Keywords:** Employee Motivation, Motivational Strategies, Job Satisfaction, Employee Satisfaction.

### 1. Introduction

Employees play vital role in shaping the customer perception. Organisations spend to create customer loyalty but often ignore the critical aspect of enhancing employee motivation. In today's banking sector, employees play very important role in winning customers' hearts and minds (Ahmad, 2012). Therefore, the motivation of employees is increasingly seen as key, given that motivated employees are willing to exert a particular level of effort for a certain amount of time toward the achievement of organisational goals (Allen & Wright, 2007). In addition, special attribute is paid on the role of employee motivation in enhancing employee satisfaction. Employees who are highly motivated have been identified to undertake duties diligently (Idowu & Salami, 2010). By so doing, the level of job satisfaction is enhanced thus leading to better positioning of the organization.

The African labour-market has suffered from a dearth of skilled manpower and a continuous brain drain (Kinneer & Sutherland, 2001) suggesting that African organisations are under pressure to satisfy and retain available talent. However, low levels of job satisfaction within organisations have become a major challenge (Harris, 2007). The issue of employee motivation in contemporary organisations has become so dynamic that managers have to appraise and re-appraise motivational strategies on an on-going basis. Czakan (2005) posits that motivational factors used to attain retention in the past may no longer be appropriate to motivate talented employees to remain thereby increasing the rate of turnover. The problem of employee turnover is not peculiar to the banking sector alone.

Khan *et al.* (2010) argued that job satisfaction depends on the quality of services and how they are provided. Therefore, employees in banks and particularly those who have frequent contacts with customers usually serve as representatives of both the organisation and services provided for (Nepwanga, 2011). As a result, motivated employees can either portray a positive or negative image to the customers. Thus, the employee motivation plays a major role in achieving high level of job satisfaction (Petcharak, 2004). The real challenge to HR managers therefore lies in devising ways of ensuring job satisfaction in order to reduce the rate of turnover. Thus, Dess *et al.* (2008) concurs that hiring and developing the best employee will be unproductive if organisations cannot provide the working environment, intrinsic and extrinsic rewards. However, limited empirical studies have been carried out on motivational factors and job satisfaction among Ghanaian banks. Against the backdrop of research gap, the study is conducted to fill this gap. This paper therefore seeks to examine the relationship between motivational strategies and job satisfaction as well as to establish the impact of the former on the latter in the Ghanaian banking industry.

Specific objectives are:

- i. To identify the various motivational strategies available for bank employees.
- ii. To examine the relationship between the determinants of motivation on job satisfaction.
- iii. To assess whether an increase in motivational strategies affects the level of job satisfaction.

## 1.2 Hypotheses

H1: There exist a significant positive relationship between motivational strategies and job satisfaction of employees.

H2: Motivational Strategies will significantly predict job satisfaction of employees.

## 2.0 Literature Review

### 2.1 Concept of Motivation and Job satisfaction

The concept of motivation is imperative in the examination of employee behaviours, relationships and commitments within the organization which may affect the performance of both the organization and employees (Saari & Judge, 2004). Fundamentally, motivation has been suggested by many research studies (Choo & Bowley, 2007) as a critical success indicator in many business organizations in the world, as motivation defines the driving forces and the unique characteristics of the organizations which determine the performance and retention level of customer within the organization. Rajput *et al.* (2011) in addition stressed that the word motivation is derived from a Latin word "Movere" which literally means "to move". Motivation is one of the key ingredients in employee performance. Even when people have clear work objectives, the right skills, and a supportive work environment, they would not get the job done without sufficient motivation to achieve those work objectives (Mullins, 2006). Dessler (2001) emphasized motivation as the intensity of a person's desire to engage in some activity. From the above definitions some issues are brought to mind that deal with what starts and energizes human behaviour, how those forces are directed and sustained as well as the outcomes they bring about (performance).

Fundamentally, Fulmer *et al.* (2003) described that, employees that provide direct service to the customers are a strong medium in building brand image. Employee motivation towards their job can have a vital impact on service quality and customer's satisfaction level (Gittell & Weiss, 2004). Simon & DeVaro (2006) found out that the employee's impact on company's performance and the results often showed a positive relationship between the employee's attitude and the company's performance. Companies that are perceived as best companies motivate their employee's attitude by attracting them towards different advantages (Simon & DeVaro, 2006).

The importance of employee motivation is much more central in the service industry such as banks. To achieve job satisfaction, managers have the responsibility of devising strategies that will align the interest of the organisation to that of employees in order to retain them. Strategies, according to Simon and DeVaro (2006), are “a group of activities to produce outputs required to achieve planned outcomes”. Strategies usually comprise several activities and outputs. Motivational strategies, in the context of the present study include motivational variables that will motivate an employee to remain satisfied. Some of these variables include car loan, housing loan system, fringe benefits, promotional, payment/salary, study leave systems are evaluated in the present study in relation to job satisfaction of employees.

## **2.2 Theoretical Framework-Herzberg’s (1959) Two – Factor Theory and Job Satisfaction**

One of the earliest researchers in the area of job redesign as it affects motivation was Herzberg (1959) cited in Bassett-Jones and Lloyd (2005) who formulated the two-factor theory. The theory attempts to explain satisfaction and motivation in organisations by stating that satisfaction and dissatisfaction are driven by different factors (i.e. Motivation and hygiene factors) respectively. Job satisfaction in the banking industry plays a vital role in creating a healthy business status being service based industry. In any service based industry motivation is at highest priority. Job satisfaction can be provided by an organisation in planned systematic manner or can be provided by means of well-planned motivation. In banking industry employees are more directly linked with the banks’ customers for any kind of service or product. Therefore, banks should always focus on motivating staffs to provide quality service knowing their expectations and wants (Herzberg, 1959).

Theoretical framework of this research is centred on the application of motivational strategies at the workplace. The study employs the Herzberg two factor theories to find the level of employee satisfaction analysing the different motivational and de-motivational factors. Herzberg (1959) acknowledged that satisfaction and psychological growth was a factor of motivational likewise dissatisfaction was a result of hygiene. According to Herzberg hygiene factors are needed to make sure that an employee does not become dissatisfied. They do not lead to higher levels of motivation, but without them there is dissatisfaction. Motivation factors are needed in order to motivate an employee into higher performance.

Hygiene factors are very important element based on the need of a business to avoid unpleasant environment at work. The inadequateness of hygiene factors causes’ employee dissatisfaction. The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled. Working factor refers to the working environment of the workplace including friendly atmosphere, easy access to information, regular notification of plans and policies of the workplace. Physical atmosphere should be comfortable and organization policy should be transparent to the employees. Different variables of hygienic factors can include quality of supervision, salary and interpersonal relations. Motivational factors yield positive satisfaction. The motivational factors are involved in performance of job in high level. These factors are also called satisfiers. Workers find these factors essentially satisfying (Herzberg, 1959). The two-factor theory therefore provides useful guide in this study identifying variables (intrinsic factors) that truly motivate an individual employee and give them satisfaction on their jobs. One of the motivators, according to Herzberg, is the job itself. Managers can enrich an employee’s job by effecting basic changes in the nature of jobs to allow for increased challenges and responsibility, opportunities for advancement, personal growth, and recognition. Managers must however pursue extrinsic factors in order to maintain peace and industrial harmony in their organisations. Some of the major causes of industrial actions in organisations include insufficient pay and poor working conditions. Even though they don’t motivate employees, managers must put these variables in place in order to make employees happy and avoid job disruption and withdrawal from the organisation.

### **2.2.1 Motivation and Training Satisfaction**

In today’s competitive global market, Wan (2007) argues that the only strategy for organisations to improve workforce productivity radically and enhance retention is to seek to optimise workforce through comprehensive training and development programmes. Smith (1992) as cited in Wan (2007) defines training as “a planned process to modify attitudes, knowledge or skill behaviour through learning experience to achieve effective performance in an activity or range of activities”. According to Schermerhorn, Hunt and Osborn (2004), training is a set of activities that provides the opportunity to acquire and improve job- related skills. In addition to initial training, training to improve employees’ skills is important in order to enhance employees’ performance in the organisation.

The purpose of training is to develop the abilities of the individual and to satisfy the current and future manpower needs of the organisation. Notwithstanding the initial cost to organisations, employees consider training, education and development as crucial to the overall career growth and goal attainment and are motivated to remain and build a career path in an organisation that offers them such opportunity. Training comes in different dimensions and can take the form of on or off- the job methods. On-the job (internal) training techniques include mentoring, self- learning, and attaching an employee to learn a new skill under a colleague or a superior. Organisations also can organise in-house training for their employees where they are specifically trained on the job requirements peculiar to the organisation. Off-the job (external) training techniques include seminars, workshops, lectures, and case studies that are conducted outside the premises of the organisation. Both training techniques are applicable in the banking industry in Ghana (Schermerhorn, *et al.*, 2004).

Thomas, Lashley and Eaglen (2000) report that low levels of training give rise to high levels of employee turnover and that the provision of good training has a positive effect on employee retention. This assertion was confirmed by Acton and Golden (2003) that job-related training increases an employee's ability to perform job-related tasks. Banakus, Yavas, Karatepe and Avci (2003) report that organisations that provide training send a strong signal to employees regarding management commitment to their retention and customer service. Training employees as posited by Choo and Bowley (2007), results in facilitating the updating of skills, increasing professionalism and increasing employee commitment and satisfaction.

Choo and Bowley (2007) found that participation in internal and external training is beneficial to organisations and their employees, and these make employees feel better about remaining in the organisation. Choo and Bowley (2007) reveal that training and development ranked amongst the highest retention factors mentioned by employees. The research also confirms that opportunities for training and development improve employee skills to work with up-to-date technologies. Lack of job-related skills and out dated technologies will jeopardise efficiency and result in early turnover. Providing employees with quality training through external programmes will equip them with new skills required to operate the latest technology or simply an opportunity to refresh existing skills.

### **2.2.2 Motivation and Promotion Satisfaction**

Career minded employees consider career growth and development as a crucial deciding factor in their decision to remain in an organisation or leave. Where career growth and development cannot be guaranteed, employees leave for alternative employment. Mani (2010) argues that providing employees with internal job opportunities is a means of demonstrating that they can realise their career goals inside rather than outside of the organisation. Choo and Bowley (2007) further argue that career growth help employees to plan for the future and to be better equipped with the right skills in order to remain competitive.

In a related literature, Agho (1998) states that opportunities for mobility within organisations are determinants of employee satisfaction. As vacancies occur, employees must be given equal opportunity and necessary encouragement to apply alongside external candidates for higher positions within the organisation. When employees have the opportunity to be promoted, they tend to build their career life around the organisation because they know that they can achieve their career goals within the organisation and this can inform their decision to remain. Managers should also focus on helping employees progress in their career and encourage their professional development. Inexperienced young employees who are unable to get on with their jobs are likely to leave the organisation for another job which they consider offers better prospects. This would be a loss to the organisation as these young employees may have the potential to make significant contributions to the organisation in the long run.

An emerging concept in career development is the mentor-mentee system. Orpen (1997) defines mentoring "as the process whereby managers provide informal assistance and support to particular subordinates on an individual basis, to help them in their efforts to be successful within the organisation, fostering good working and interpersonal relationships and motivating the mentee to remain with his/her mentor in the organisation. Nwachukwu (2004) posits that successful professionals who have made their marks in their various careers are encouraged to adopt young and up-coming professionals as mentees in order to groom and help them build and achieve their career goals. This practice is common in some of the organisations that have been mentioned in the past as organisations of choice.

### **2.2.3 Motivation and Compensation/ benefits satisfaction**

One motivational strategy is compensation/ benefits satisfaction. Kinnear and Sutherland (2001) argued that the importance of money in attracting, motivating and retaining quality employees in the organisation is compensation/ benefits satisfaction. Tietjen and Myers (1998) reviewed four methods of motivating employees toward improved performance; they are money, goal-setting, participation in decision making and job redesign. Meudell and Rodham (1998) suggests that money can be considered to act as both a “scorecard” which enables employees to assess the value the organisation places on them in comparison to others, and as a medium of exchange in that an individual can purchase whatever he/she needs. However, a lot of controversies have surrounded the use of money as the utmost variable in employee motivation and retention.

In a comparative analysis, organisational practitioners observe that in organisations experiencing turnover, compensation was the most common reason given for leaving (Maertz, et al., 2003).

This suggests that the cause of dissatisfaction is not the same thing that determines satisfaction on the job. This assertion is consistent with both Herzberg’s and Maslow’s theories of motivation, which propose that compensation and other financial benefits satisfy only lower level needs, but motivation and satisfaction result from higher needs being met. Amar (2004) argues that money has not remained as good a motivator as it was in the past. Hays (1999) advises that if managers reward performance with only money, they will be losing the substance of retention because there are other more powerful ways of motivating quality employees and these include freedom and flexibility in the organisation. It can be argued that the use of money as a motivator in the skilled labour environment would depend on how it is deployed. For employees to be effectively motivated, Karp, Sirias and Arnold (1999) propose that the bulk of rewards that organisations offer their employees should be expanded to include non-financial incentives. These incentives should include issues such as work/life benefits, training and development opportunities, promotion and autonomy.

Meudell and Rodham (1998) conclude that pay schemes (commissions, performance bonuses, merit pay, incentive schemes, and others rather than raising salaries) produce only temporary compliance and are ineffective at producing long-term attitudinal and behavioural changes. They stressed further that rewards merely motivate individuals to seek more rewards and can undermine intrinsic interest in the job which is then perceived as being merely a means to an end – an expensive and short-term motivator. In designing retention programmes, managers should, therefore, identify the needs of individual employees and tailor a compensation package towards those needs rather than applying or imposing a package that will not be valued by employees no matter how costly it may appear.

### **2.2.4 Motivation and Recognition Satisfaction**

Studies have found out that people in the organizations are motivated by monetary and non- monetary rewards (Meudell & Rodham, 1998). For instance, Lai (2007) explained that job satisfaction consists of financial rewards and non-financial rewards (praise, achievement, responsibility, freedom, job security, and personal growth etc). However, some employees are motivated by money while others are motivated by recognition, career advancement or even by job security. It can therefore be inferred that everyone has a different motivator. Financial rewards such as money is not always enough to motivate high performance (Latham & Locke, 2004). Latham and Locke (2004) found that motivation can also be achieved by non-financial rewards and recognition like praise, achievement, responsibility, and personal growth among others. Latham and Locke (2004) argued that, non-financial reward can create perceptions of the overall fairness of rewards program which leads to employee’s motivation towards their work.

Motivational factors that lead to employee satisfaction such as achievement, recognition, responsibility, the work itself, advancement, and growth are also intrinsic factors, whereas company policy and administration, supervision, interpersonal relations, and working conditions are called extrinsic factors (Omollo, 2015). Recognition must be of concern to organizational managers, since intrinsic motivators are concerned with the quality of work life (Armstrong, 2006) and are likely to have deeper and long term effect because they are inherent in employees and are not imposed from outside.

### **2.3 Measuring Job satisfaction**

Riggio (2003) describes job satisfaction as consisting of the feelings and attitudes one has about one’s job including all aspects of a particular job, good and bad, positive and negative, which are likely to contribute to the development of feelings of satisfaction or dissatisfaction or turnover intentions.

This is consistent with Schermerhorn *et al.* (2004 p.109) who formally defined job satisfaction as “the degree to which individuals feel positively or negatively about their jobs”. It is an attitude or emotional response to ones tasks, as well as to the physical and social conditions of the organisation. Job satisfaction or dissatisfaction is predicated upon certain organisational factors and does not exist as an abstract phenomenon. These factors revolve around the work itself or the environmental and human aspect of the organisation. Results of a study by Groot and Brink (1999) found that employees are highly satisfied with the content of the job, flexible work arrangement and interpersonal relationship amongst employees. On the other hand, employees are dissatisfied with the workload, number of hours they work, and the supervisor. The findings by Groot and Brink (2000) show that both intrinsic and extrinsic variables are important determinants of job satisfaction/ dissatisfaction. The study however concludes that intrinsic factors motivate employees more significantly than extrinsic factors. The conclusion made by Groot and Brink (2000) represents one of the objectives of the present study which sought to determine the extent to which intrinsic and extrinsic variables influence employees’ job satisfaction in their organisations.

Job satisfaction relates to emotion and attitude and this makes it difficult to measure. Most instruments designed for measuring job satisfaction consists of items such as pay, working condition, and relationship with supervisors and co-employees. However, Riggio (2003) contend that variables such as pre-employment expectations, individual personality characteristics, and the fit between the organisation or job and the employee may also affect employee satisfaction. These variables are not included in job satisfaction survey instruments thereby affecting the degree of validity and reliability of such instruments. Job satisfaction measure can assist managers in identifying possible cause(s) of problems within an organisation. An organisation witnessing a high rate of turnover, for instance, may assume the cause to be inadequate salary, but may discover that the problem persist after increasing salary without recourse to a job satisfaction measure. Management may spend time and resources on a problem that does not exist (Rukhmani, Ramesh & Jayakrishnan, 2010).

Job satisfaction is difficult to measure because it is mediated by the perception of individual employees as different employees may perceive the same job differently. In concurring with this assertion, Gardner and Pierce (1998) argue that it is these individual perceptions that determine whether or not an employee is satisfied with the job or not. For example, improving the working environment may affect satisfaction for some employees but not for others, because not everyone is dissatisfied with the work environment.

Another major obstacle in the measurement of job satisfaction is the reliance on respondents self-reports. Employees may intentionally fail to report their true feelings about the job as happens during exit interviews where departing employees, in most cases, do not give true reasons for leaving the organisation for fear of getting bad reference reports. Strategies for measuring job satisfaction include interviews, group meetings, rating scales and questionnaires. Riggio (2003) however suggests that employee anonymity may help employees to be more candid than in a face-to-face interview. It has been suggested that meetings and interviews can provide rich information because interviewers can ask follow-up questions, or request further explanation or clarification to answers. In addition, biases and ambiguous items that employees may interpret differently may seriously damage the validity of a questionnaire on job satisfaction measure (Maertz, *et al.*, 2004).

Figure 1: Conceptual Framework: This illustrates the relationship between job satisfaction and motivational strategies. As evident in the figure, the independent variable represents ‘motivational strategies’ whilst the dependent variable is job satisfaction. It is hypothesised that the higher the motivational strategies, the higher the level of job satisfaction.

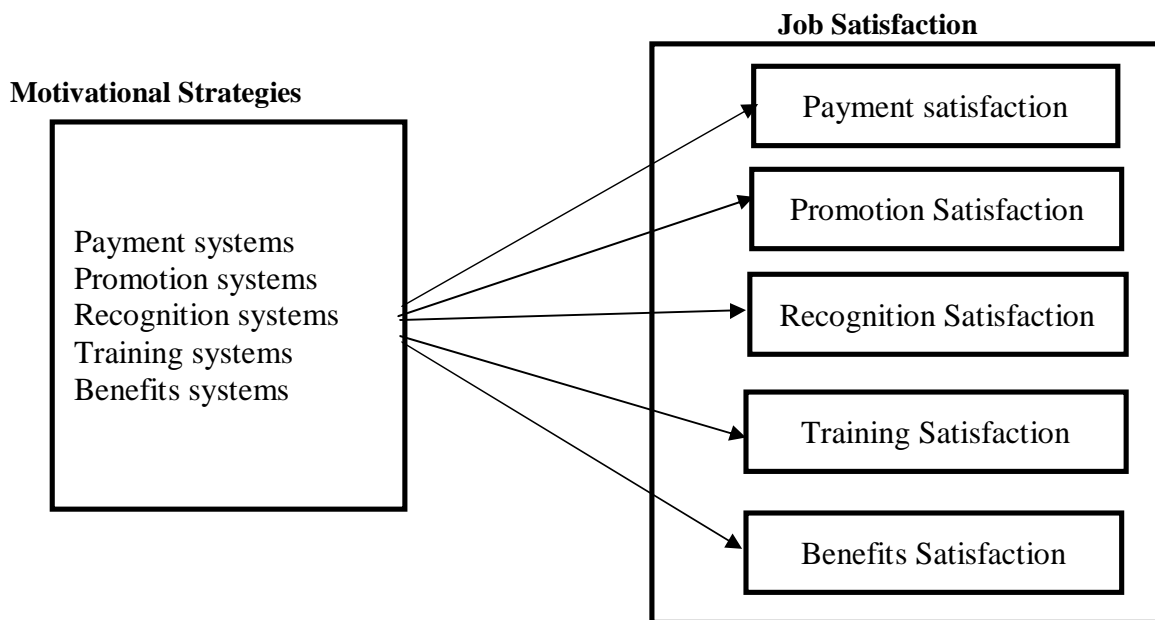


Figure 1: Conceptual Framework

### 3.0 Methodology

The cross-sectional survey method was adopted using quantitative techniques to collect and analyse primary data from all branches of Ecobank Ghana Limited. Four hundred (400) questionnaires were administered to employees from different departments and ranks in all branches of Ecobank Ghana Limited using the convenience sampling approach. Out of this number, two hundred and seventy one (271) questionnaires were retrieved from the respondents representing a response rate of 67.75 percent.

### 3.1 Measures

Motivational strategies were measured based one dimensional and six item variable developed from Tiwari's (2011) conception of motivation. Employees were asked to determine the effectiveness of six motivational strategies (car loan system, housing loan system, fringe benefits system, promotional system, payment system and educational system) employed by Ecobank Ghana limited. Responses were anchored on a five point Likert scale ranging from 1- "strongly disagree to 5- "strongly agree".

A self-administered five dimensional Job satisfaction scale was used to measure five (5) facets of job satisfaction namely, payment satisfaction, recognition satisfaction, promotion satisfaction, benefit satisfaction and training satisfaction. Responses to job satisfaction scale were measured on a Likert scale ranging from 1- "strongly disagree to 5- "strongly agree". Payment satisfaction had three items. Example of the items is "Employees' wages and salaries correspond to the Position's Demands". Recognition satisfaction was made up four items and example is "Employees receive recognition for tasks well done". Promotion satisfaction also had three items, example "Employees are promoted based on performance (Results)". Benefit satisfaction which had five items include "There is effective provision of health programs for all employees". Finally training satisfaction was also measured with three items and example is "Employees receive needed training and development in their jobs ".

### 3.2 Method of Data Analyses

First and foremost, the Cronbach's alpha analyses were used to determine the reliabilities of the variables used in the study. The mean statistics analyses were used to determine the prevalence of the various facets of job satisfaction among employees within Ecobank Ghana Limited. In order to establish the relationship between motivational strategies and the various dimensions of job satisfaction, the Pearson's product moment correlation analysis was used. Finally, the standard regression analysis was also employed to determine the impact of motivational strategies on job satisfaction.

#### 4.0 Results

The means, standard deviations, and reliabilities of all variables from responses of 271 employees in the various branches of Ecobank Ghana Ltd are reported in Table I. The respondents rated the effectiveness of the implementation of motivational strategies as average ( $M=3.14$ ,  $SD=.393$ ) within the organisation. A mean ranking of the various dimensions of job satisfaction to determine their level of prevalence showed that employees were most satisfied with the training ( $M=3.89$ ,  $SD=.640$ ) activities of the organisation followed by recognition ( $M=3.73$ ,  $SD=.638$ ), payment ( $M=3.62$ ,  $SD=.842$ ), promotion ( $M=3.47$ ,  $SD=.679$ ) and benefits satisfaction ( $M=3.36$ ,  $SD=.581$ ) in that order.

The Cronbach's alpha analyses of all the variables employed in the study revealed that they were reliable since they were found to be above the .6 threshold prescribed by Sekaran (2005). From Table 1 below, motivational strategies recorded Cronbach's alpha reliabilities ( $\alpha$ ) of .72, training satisfaction recorded .78, recognition satisfaction recorded .80, payment satisfaction had .88, promotion satisfaction recorded .71 and benefits satisfaction recorded .75 which indicates that all variables were internally consistent, hence were appropriate for the study.

**Table 1: Descriptive Statistics of Study Variables**

Study Variables	N	Mean	Std. Deviation	Cronbach's Alpha	Mean Ranking
Motivational Strategies	271	3.14	.393	.72	
Training Satisfaction	271	3.89	.640	.78	1 <sup>st</sup>
Recognition Satisfaction	271	3.73	.638	.80	2 <sup>nd</sup>
Payment Satisfaction	271	3.62	.842	.88	3 <sup>rd</sup>
Promotion Satisfaction	271	3.47	.679	.71	4 <sup>th</sup>
Benefits Satisfaction	271	3.36	.581	.75	5 <sup>th</sup>

#### 4.1 Correlation Analyses

The relationship between motivational strategies and the various dimensions of job satisfaction were determined using the Pearson's product moment correlation analyses as displayed in table 2 below. The study revealed a significant positive relationship ( $r=.562$ ,  $p<0.01$ ) between motivational strategies and payment satisfaction of employees. This is an indication that as managers improve their strategies aimed at motivating employees, the more satisfied employees become with their training activities in the organisation. On the other hand, when the motivational strategies employed by the management are ineffective, the satisfaction of employees in their training activities is likely to dwindle.

A significant positive relationship ( $r=.588$ ,  $p<0.01$ ) was also found between motivational strategies and recognition satisfaction. That is to say that when motivational strategies are enhanced, employees get more satisfied with the recognition they receive from the organisation. However when motivation is poor, employees feel less recognised by the organisation. There was a significant positive relationship ( $r=.560$ ,  $p<0.01$ ) between motivational strategies and promotion satisfaction. Similarly a significant positive relationship ( $r=.764$ ,  $p<0.01$ ) was found between motivational strategies and benefit satisfaction. Finally a significant positive relationship ( $r=.325$ ,  $p<0.01$ ) was found between motivational strategies and training satisfaction.

On the whole it can be said that, motivational strategies employed by management have a significant positive relationship with job satisfaction of employees. These findings support hypothesis one (H1) which states that "there exist a significant positive relationship between motivational strategies and job satisfaction".

**Table 2: The Relationship between Motivational Strategies and Job Satisfaction**

		1	2	3	4	5
1	Motivational Strategies	-				
2	Payment Satisfaction	.562**	-			
3	Recognition Satisfaction	.588**	.519**	-		
4	Promotion Satisfaction	.560**	.650**	.251**	-	
5	Benefits Satisfaction	.764**	.705**	.656**	.452**	-
6	Training Satisfaction	.325**	-.113	.289**	.251**	.246**

Notes: \* $p < 0.05$ ; \*\* $p < 0.01$ .



## 4.2 Regression Analysis

The study also sought to establish the influence of motivational strategies on the various dimensions of job satisfaction using the standard regression analyses as shown in tables 3 to 7 below. It was found that motivational strategies was a significant predictor of all dimensions of job satisfaction in the organisation (Payment satisfaction:  $F(1, 261) = 120.730$ ,  $p < 0.01$ , Recognition satisfaction:  $F(1, 257) = 135.504$ ,  $p < 0.01$ , Promotion satisfaction:  $F(1, 261) = 119.523$ ,  $p < 0.01$ , Benefits satisfaction:  $F(1, 259) = 363.353$ ,  $p < 0.01$ , Training satisfaction:  $F(1, 267) = 31.617$ ,  $p < 0.01$ ). The study revealed that motivational strategies used by management in the organisation explained 31.4% ( $AR^2 = .314$ ), 34.3% ( $AR^2 = .343$ ), 31.1% ( $AR^2 = .311$ ), 58.2% ( $AR^2 = .582$ ), 10.3% ( $AR^2 = .103$ ) of the variance in payment, recognition, promotion, benefits and training satisfaction respectively. Hence H1 which stated that “*motivational strategies will be a significant predictor of job satisfaction*” was supported.

**Table 3: Standard Regression Analysis for Motivational Strategies Predicting Payment Satisfaction.**

Model	Unstandardized Coefficients		Standardized Coefficients	T	p	
	B	Std. Error				
1	(Constant)	-.132	.344			
	Motivational Strategies	1.195	.109	.562	10.988	.000

Note:  $R^2 = .316$ ,  $AR^2 = .314$ ,  $F(1, 261) = 120.730$

\* $p < 0.05$ ; \* \* $p < 0.01$ .

**Table 4: Standard Regression Analysis for Motivational Strategies Predicting Recognition Satisfaction.**

Model	Unstandardized Coefficients		Standardized Coefficients	T	P	
	B	Std. Error				
1	(Constant)	.771	.256			
	Motivational Strategies	.941	.081	.588	11.641	.000

Note:  $R^2 = .345$ ,  $AR^2 = .343$ ,  $F(1, 257) = 135.504$

\* $p < 0.05$ ; \* \* $p < 0.01$ .

**Table 5: Standard Regression Analysis for Motivational Strategies Predicting Promotion Satisfaction**

Model	Unstandardized Coefficients		Standardized Coefficients	T	P	
	B	Std. Error				
1	(Constant)	.465	.278			
	Motivational Strategies	.962	.088	.560	10.933	.000

Note:  $R^2 = .314$ ,  $AR^2 = .311$ ,  $F(1, 261) = 119.523$

\* $p < 0.05$ ; \* \* $p < 0.01$ .

**Table 6: Standard Regression Analysis for Motivational Strategies Predicting Benefits Satisfaction**

Model	Unstandardized Coefficients		Standardized Coefficients	T	P	
	B	Std. Error				
1	(Constant)	-.118	.184			
	Motivational Strategies	1.109	.058	.764	19.062	.000

Note:  $R^2 = .584$ ,  $AR^2 = .582$ ,  $F(1, 259) = 363.353$

\* $p < 0.05$ ; \* \* $p < 0.01$ .

**Table 7: Standard Regression Analysis for Motivational Strategies Predicting Training Satisfaction**

Model		Unstandardized Coefficients		Standardized	T	P
		B	Std. Error	Coefficients Beta		
1	(Constant)	2.219	.299		7.411	.000
	Motivational Strategies	.531	.094	.325	5.623	.000

Note:  $R^2 = .106$ ,  $AR^2 = .103$ ,  $F(1, 267) = 31.617$

\* $p < 0.05$ ; \* \* $p < 0.01$ .

### 5.0 Discussion of Results

The purpose of the study was to establish the relationship between motivational strategies and the various dimensions of job satisfaction (promotion, payment, training, benefits and recognition satisfaction) as well as to find the extent to which motivational strategies predict those dimensions of job satisfaction of employees. The study revealed a significant positive relationship between motivational strategies and all facets of job satisfaction. Similarly, motivational strategies were seen to have a significant influence all dimensions of job satisfaction. This findings is consistent with that of (Mc *et. al* 2014; Khalid *et. al.* 2011; Nguyen *et. al.* 2013) who also found a significant positive relationship between motivational factors and job satisfaction. Motivating employees through effective strategies such as providing fringe benefits, car loan facilities, housing loan, promotional and educational systems go a long way to boost their morale and make them satisfied with their work. Employees form the core of many organisations of which the banking sector is no exception. Therefore in order to derive the best performance from them, it is important that their needs are provided so as to make them comfortable on the job to give out their best. Tiwari (2011) believes that most organizations gain immense progress by fully complying with their business strategy through a well-balanced reward and motivation programs for their employees. Especially in this current vibrant business environment, the extremely motivated employees provide their services as a synergy for achievement of organizational goals, business strategies, high proficiency, growth and performance. Hence, denying them their needs limits their potential and goes a long way to make them feel dissatisfied.

One major issue that arises in administering motivational strategies is fairness. According to Mc, Ssekakubo, Lwanga, & Ndiwalana, (2014), for employees to be satisfied with the motivational strategies used by the organisation, it is very important to ensure that these strategies are seen as equitable to all employees. If these strategies lack equity, it's bound to undermine even the best motivational system. Hence, the aftermaths must be equitable across the board. This means that consistency must be observed in guaranteeing that any motivational strategy employed always results in an outcome of equal value among the employees, irrespective of the type of work, actor involved and time. Also, this equity must be mutually felt, both on the part of the worker and employer (Mc, Ssekakubo, Lwanga, & Ndiwalana, 2014).

### 5.1 Implications for Management

It is ironical that employees' cry about motivational strategies are not fully acknowledged and addressed to improve on their level of job satisfaction within the organisation though much is expected of them. A satisfied employee performs satisfactorily to improve on the image of the organisation. Now, managers are expected to direct financial resources towards implementing motivational strategies such as providing car and housing loan systems, fringe benefits, promotional, payment/salary and study leave systems.

Management should take note of the various dimensional satisfaction levels of employees and pay more attention to improving the satisfaction of employees on benefits, promotion and payments where they seem to be relatively low. It is sometimes difficult to know what specifically motivates an employee without knowing his or her needs. It is therefore necessary that both the employer and the employee come together to establish a mutual relationship by working together to agree on the best way to motivate the employee. Such a relationship has a spiral effect because the relationship between an employee and his/her employer is dependent on the length of time and the productivity of the employee in the institution. Inequities in implementing motivational strategies should be avoided among employees of the same rank. Workers will always show dissatisfaction and agitation as long as inequities exist in the dispensation of motivational packages. When this happen, their actions can negatively affect the productivity of the organisation and the success of the business as a whole.

In as much as inequity exists, some workers would always be aggressive. Their actions can mutilate the attitudes of other workers in the organisation causing them to show attitudes such as absenteeism and tardiness or low level of cooperation with the authorities which can cause far reaching problems. Additionally, they can behave in a condescending critical manner towards their colleagues, who eventually are likely to be spiteful. The new era manager is an embodiment of initiating and implementing HRM practices by ensuring that organisations and employees come to a common understanding. Employees with the required level of satisfaction can play a meaningful and leading role in providing banking services. Effective motivational strategies add value and can make employees truly useful and customer friendly in service delivery. A motivated employee will remain important and relevant to the organisation. It is hoped that banks would stay focused in this fast changing environment which demands that employees are well motivated to perform towards achieving organisational goals.

## 5.2 Implications for future Research

The study showed that motivational strategies have proven to be a strong predictor of job satisfaction. It is therefore imperative on future researchers to consider other possible outcomes of employee motivation such as employee commitment, organisational citizenship, turnover etc so as to get the holistic importance of motivation in the organisation. Other sectors of the business environment such as the telecommunication industry, the mining and the manufacturing sectors should also be explored to establish the influence on motivation on some employee attitude to give more credence to the concept of employee motivation.

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