



**EFFECT OF MOTIVATION ON EMPLOYEE JOB PERFORMANCE IN
 SELECTED DEPOSIT MONEY BANKS IN MINNA, NIGER STATE**

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Abstract

Motivation remains one major way of influencing employees to give their best performance in an organisation. This study examines the effect of motivation on employee job performance in selected deposit money banks in Minna, Niger State. The employers' failure to identify and provide adequate compensation for hard work and even the casualization of the staff is very demoralizing to working class and consequently reduced job performance. The focus of this study is to determine how intrinsic and extrinsic rewards techniques affect job performance in deposit money banks in Minna. The population of the study consists of four deposit money banks in Minna, Niger State with the total number of one hundred and seventy-four (174) respondents while Taro Yamane technique was used to determine the sample size of one hundred and twenty-one (121) respondents. Questionnaire was used to generate the data and the hypotheses were tested using Kolmogorov Smirnov (K-S) Z test. The results shows that both intrinsic and extrinsic rewards techniques have significant effects on job performance in deposit money banks in Minna. The study also revealed that extrinsic rewards technique motivates employees better than intrinsic rewards technique in deposit money banks in Minna. The study, therefore, recommends that managers have to encourage employees and try to enhance motivational techniques such as promotion and other fringe benefits on a regular basis to motivate them towards tasks. Management should also give equal treatment to all staff efforts in the organization and hard work should be rewarded accordingly.

Keywords: Effect; Motivation; Employee Job Performance; Deposit Money Banks

1.0 Introduction

Motivation in a general term implies the entire class of drives, desires, needs, wishes and similar forces. Employee motivation can, therefore, be simply explained as the process in which organisation inspire their employees with the instruments of salaries, allowances, promotions, bonus among others, so as to achieve the organizational set goals (Chaudhary & Sharma, 2012). Management involves the creation and maintenance of an environment for the performance of individuals working together in groups towards the accomplishment of a common objective. It is obvious that a manager cannot do his job without knowing or finding out about what motivates his employees.

In a related development, to say that managers motivate their subordinates implies those things which they hope could satisfy their drives and desires, including that of the subordinates to act in a desired manner that would contribute as effectively and efficiently as possible. The job of managers is not to attempt to manipulate people but rather to recognize the motivating factors in designing an environment for performance. In the view of Ouchi (2008), it is argued that in addition to paying adequate and commensurate wages and salaries to workers, organizations are known

to provide fringe benefits (in various forms) to workers.

According to Adams (1999), motivation can be either extrinsic or intrinsic. Extrinsic motivations are those rewards that are external to the task of the job. While intrinsic motivation, on the other hand, is those rewards that are internal to the task of the job and can be termed psychological motivations. Motivation is described as an inner force that drives an individual to act towards something. Filippo (2001) added that employee performance in an organisation results in a more motivated workforce that has the drive for higher productivity, quality, quantity, commitment and drive.

According to Nwachukwu (1988), incentives are additional entitlements to employees in the organization on a long-term basis. Employees are the human capital to the organizations and performance of them within an organization may lead to organizational success or failure. Therefore, management of organisations needs to harness their resources appropriately to ensure success. Shultz and Steyn (2003) postulated that motivation represents the complex forces and needs which provide the energy for an individual to perform a particular task. Someone who is motivated is always conscious of the goal to be



achieved and directs his or her efforts at attaining that goal.

Today, organizations can easily change their material needs, goods and services to other organization, or to other countries. But the only one resource which is not easily exchangeable is a human resource. So we can say that human resource is a very important or most competitive asset of any organization that is not easily exchangeable. Human resource or human asset means the workers or the employees of any organization. So motivation is one of the main factors that affect the human resource of the organization. The organization should motivate their employees for the best performance or for achieving the organizational goals. In fact, motivation is unarguably the best tool for best performance.

However, because of the increasing hardship and downturn of living as a result of economic greater interests in various forms of benefits. Workers complain of more labour, less remuneration and the like. It has almost become a tradition to think of motivation at the workplace as a process which the employer alone controls and which the workers play no role in determining the kind of motivational techniques that should be adopted. But, Chinnaloo and Mubaidoo (2013) opined that the manager's choice of motivational activities should be those that are perceived by the affected workers as being able to give them satisfaction in their jobs. It is assumed in this study that the effectiveness and success of any managerial motivational technique, either intrinsic or extrinsic, depends on how an individual worker perceives it.

Herzberg (1987) cited in Chaudhary and Sharma (2012) opined that knowing peoples' need can help us understand how to motivate. Today's knowledge workers, deposit money banks employees in particular. Given the fact that these workers command high-paying jobs, we can infer that money alone does not provide enough of an incentive as a motivator for performance. Managers need to provide challenging jobs in order to better motivate today's knowledge workers. Because the physical or material and social needs that come with the jobs are already fulfilled, these workers tend to move on to higher-level of needs such as self-actualization and self-actualization.

Omasha (2008) observed that poor remuneration is related to profits made by the organization. The wage differential between high and low-income earners was limited to the low moral, lack of commitment and low productivity. Similarly, A.I. Akpan and Isidore (2012) blamed the productivity of Nigerian workers on several

factors, among them is employer's failure to identify and provide adequate compensation for hard work and even the casualization of the staff, contract staffing, unrealistic targets set for staff members among others which are common practices in deposit money banks, are very demoralising to workers and consequently reduced their productivity. Based on the foregoing, the study is set to specifically examine how intrinsic and extrinsic reward techniques affect employee job performance and to determine which of the techniques better increase employee's job performance in selected deposit money banks in Minna, Niger State. The following null hypotheses have been formulated in line with the specific objectives:

H₀: Extrinsic reward techniques have no significant effect on employees' job performance in selected deposit money Banks in Minna.

H₀: Intrinsic reward techniques have no significant effect on employees' job performance in selected deposit money Banks in Minna.

H₀: Intrinsic reward technique motivates employees better than extrinsic reward technique in selected deposit money Banks in Minna.

2.0 Review of Related Literature

Motivation is an inner drive or an external inducement to behave in some particular way, typically a way that will lead to rewards. Dessler (2003) observed that over-achieving, talented employees are the driving force of all organizations, so it is essential that organizations strive to motivate and hold on to the best employees. The quality of human resource management is a critical influence on the performance of the organization. Concern for strategic integration, commitment, flexibility and quality, has called for attention to employees motivation and retention. Financial motivation has become the most concern in today's organization and tying to Maslow's basic needs, a non-financial aspect only comes in when financial motivation has failed.

Employees need to work in an environment that allows them to carry out the task. Lundy and Conis (2010) emphasize the importance of motivation. If motivation is equal to zero, even the most talented employees will not deliver. Similarly, an energized and highly motivated employee can reach good performance despite having some knowledge gaps in the group of motivated employees, there are fewer work accidents, fewer rates of ethical problems, less employee turnover and lower levels of absenteeism (Chikwezie, Massey & Brown, 2005). Burney (1991) asserted that the level of performance of employees relies not only on their actual skills but also on the level



personnel and person exhibit. (2014) observed that motivated persons feel less stress, enjoy their work, and as a result have better physical and mental health. In fact, motivated employees are more productive, committed to their organisations and show less absenteeism and grievance. In short, motivated employees are the greatest asset of any organisation. (2002) study shows that motivation is a key to productivity, profitability and sustainability of an organisation - as the employees are its movers and shakers. That motivation is not a one-off event, rather it's a continuous undertaking by management as long as the organisation does exist. It is the responsibility of the management to ensure that work on employees' motivation for the sustainability of the organisation.

Intrinsic and Extrinsic Rewards on Employees' Performance

Imudia (2008) revealed that several studies have shown that there are positive relationships between work motivation and job performance as well as job satisfaction and job satisfaction. This is because in organisations in today's highly competitive business environment in that intrinsically motivated employees will perform better and also be more productive, and also because extrinsic rewards will remain loyal to their organisations and feel no pressure or need to move to a better organisation.

Abul, Yusoff, Manawar and Nohseed (2012) found that people are motivated to seek social rewards in the rewards they receive for high performance. According to him the outcome from job satisfaction, pay, recognition, promotion, social status and intrinsic reward. To get these rewards employees need to be employed by the employees to get the time, experience, efforts, education and skills. He suggests that people tend to view their own and inputs as a ratio and then compare these with others and turn to become motivated if this is high. The need for recognition itself, therefore, motivates these individuals to pursue goals that are recognised and valued by those whose opinions are important to them: family, friends, and social groups, as well as work organisations. Satisfaction occurs when this recognition is not lacking (Pettinger, 2002).

Intrinsic motivation is related to "tangible" rewards such as salary and fringe benefits, security, status, contract of service, the work environment conditions of work. Such tangible rewards are determined at the organisational level and may be

largely outside the control of individual managers (Mullins, 2005). *Intrinsic motivation* is related to "psychological" rewards such as the opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. The psychological rewards are those that can usually be determined by the actions and behaviour of individual managers (Mullins, 2005).

Rubert and Hunt (1991) asserted that intrinsic rewards involve such outcomes as feelings of accomplishment, feelings of achievement, and feelings of using and developing one's skills and abilities. Certain tasks are more likely to arouse motives like achievement and self-actualization, and to generate, among individuals who have these motives aroused, the belief that successful performance will result in outcomes that involve feelings of achievement and growth. It is precisely because changes in job content can affect the relationship between performance and the perception of intrinsically rewarding outcomes that it can have a strong influence on motivation and performance (Edwin, 1983). Mungbo (2013) opined that *extrinsic motivation given to workers in an organization has a significant influence on the workers' performance*. Akambi (2014) argued that there existed a relationship between extrinsic motivation and the performance of employees, while no relationship existed between intrinsic motivation and employees' performance.

2.2 Theoretical Framework

This study is anchored on Maslow's Hierarchy of Needs Theory; this is because the theory assumed that some needs take priority over other which has practical implications for this study. For managers in deposit money banks in Minna to enhance employees' motivation to work or increase performance, it has to identify the level of needs that are currently important to the employees, in order to enhance their performance.

3.0 Methodology

The study is concerned with descriptive research using a survey design. The population is made up of First Bank Ltd, UBA Plc, Eco Bank Plc and GTBank Plc in Minna, Niger State. The study element comprises of fifty four (54) staff members from two branches of First Bank Ltd, forty seven (47) staff members from two branches of UBA Plc, forty two (42) staff members from two branches of Eco Bank Plc and thirty one (31) staff members of GTBank Plc in Minna, Niger State, as obtained from the banks staff attendance registers. The total staff strength of the four deposit money banks under study is one hundred and

Table 3: Responses on which one of the rewards techniques better increase job performance in deposit money bank in Minna

Item	Descriptive Statistics						
	N	Min.	Max.	Mean	Std. Deviation	Skewness	Kurtosis
11. Employees' pay against opportunities to use one's ability	115	1.00	6.00	4.4435	1.74311	-.900	-.482
12. Good working condition against a sense of challenge and achievement.	115	1.00	6.00	4.6609	1.55534	-1.153	.392
13. Payment of fringe benefits against receiving appreciation from management.	115	1.00	6.00	4.8609	1.48612	-1.226	.373
14. Job security against positive recognition from management.	115	1.00	6.00	4.8783	1.28519	-1.737	2.925
15. Regular employees promotion against treated in a caring and considerate manner by management	115	1.00	6.00	5.0435	1.34680	-1.440	1.262
Valid N (listwise)	115						.447

Source: Researchers' computation using SPSS version 20.0 software

The item 11 mean score of 4.4435 in table 3 indicates that increase in employees pay motivates more than giving employee's opportunities to use one's ability in the organisation. The coefficient of skewness of -.900 suggests that the data is negatively skewed and did not comply with the symmetrical distribution assumption. Similarly, the coefficient of kurtosis of -.482 also implies that the data did not follow the normal distribution assumption. The item 12 mean score of 4.6609 in the table equally shows that a good working condition motivates employees more than a sense of challenge and achievement in an organisation. The coefficient of skewness of -1.153 suggests that the data is negatively skewed and did not comply with the symmetrical distribution assumption. Similarly, the coefficient of kurtosis of .392 also implies that the data did not follow the normal distribution assumption.

The item 13 mean score of 4.8609 in the table further shows that payment of fringe benefits to employees motivates more than receiving appreciation from management. The coefficient of skewness of -1.226 suggests that the data is negatively skewed and did not comply with the symmetrical distribution assumption. Similarly, the coefficient of kurtosis of .373 also implies that the data did not follow the normal distribution assumption. Furthermore,

the item 14 mean score of 4.8783 in the table shows that job security motivates employees' more than positive recognition from management. The coefficient of skewness of -1.737 suggests that the data is negatively skewed and did not comply with the symmetrical distribution assumption. Similarly, the coefficient of kurtosis of 2.925 also implies that the data did not follow the normal distribution assumption.

Finally, the item 15 mean score of 5.0435 in the table shows that regular employees' promotion motivates more than being treated in a caring and considerate manner by management. The coefficient of skewness of -1.440 suggests that the data is negatively skewed and did not comply with the symmetrical distribution assumption. Similarly, the coefficient of kurtosis of 1.262 also implies that the data did not follow the normal distribution assumption.

4.1 Test of Hypotheses

This study has three hypotheses which were tested using Kolmogorov Smirnov (K-S) Z test.

Test of Hypothesis One

H_0 : Intrinsic rewards technique has no significant effect on employees' job performance in deposit money bank.

score of -2.307 suggests that the data is negatively skewed and did not comply with the symmetrical distribution assumption. Similarly, the coefficient of skewness of 4.865 also implies that the data did not follow the normal distribution assumption.

Finally, the item 5 mean score of 5.1391 in the table shows that being treated in a caring and

considerate manner by management increases employees' job performance in an organisation. The coefficient of skewness of -1.657 suggests that the data is negatively skewed and did not comply with the symmetrical distribution assumption. Similarly, the coefficient of kurtosis of 2.470 also implies that the data did not follow the normal distribution assumption.

Table 2: Responses on how extrinsic rewards technique affects employees' job performance in deposit money banks in Minna

Item	Descriptive Statistics								
	N	Min.	Max.	Mean	Std. Deviation	Skewness	Kurtosis		
1. Increase in employees pay.	115	1.00	6.00	4.5478	1.57415	-.989	.226	-.152	.447
2. Good working condition.	115	1.00	6.00	4.6348	1.37860	-1.135	.226	.642	.447
3. Payment of fringe benefits.	115	1.00	6.00	4.6870	1.55239	-1.094	.226	.367	.447
4. Job security.	115	1.00	6.00	4.7391	1.34482	-1.250	.226	.927	.447
5. Regular employees' promotion.	115	1.00	6.00	4.7304	1.54648	-1.246	.226	.354	.447
Valid N (listwise)	115								

Source: Researchers' computation using SPSS version 20.0 software

The item 6 mean score of 4.5478 in table 2 indicates that increase in employees pay increases job performance in an organisation. The coefficient of skewness of -.989 suggests that the data is negatively skewed and did not comply with the symmetrical distribution assumption. Similarly, the coefficient of kurtosis of -.152 also implies that the data did not follow the normal distribution assumption. The item 7 mean score of 4.6348 in the table equally shows that a good working condition increases employees' job performance in an organisation. The coefficient of skewness of -1.135 suggests that the data is negatively skewed and did not comply with the symmetrical distribution assumption. Similarly, the coefficient of kurtosis of .642 also implies that the data did not follow the normal distribution assumption.

The item 8 mean score of 4.6870 in the table further shows that payment of fringe benefits increases employees' job performance in an organization. The coefficient of skewness of -1.094 suggests that the data is negatively skewed and did not comply with the normal

symmetrical distribution assumption. Similarly, the coefficient of kurtosis of .367 also implies that the data did not follow the normal distribution assumption. Furthermore, the item 9 mean score of 4.7391 in the table shows that job security increases employees' job performance in an organization. The coefficient of skewness of -1.250 suggests that the data is negatively skewed and did not comply with the symmetrical distribution assumption. Similarly, the coefficient of kurtosis of .927 also implies that the data did not follow the normal distribution assumption.

Finally, the item 10 mean score of 4.7304 in the table shows that regular employees' promotion increases employees' job performance in an organisation. The coefficient of skewness of -1.246 suggests that the data is negatively skewed and did not comply with the symmetrical distribution assumption. Similarly, the coefficient of kurtosis of .354 also implies that the data did not follow the normal distribution assumption.

seventy four (74). The sample size of one hundred and twenty one (121) was determined using Taro Yamane (1973) sampling technique. The questionnaire instrument was used to elicit the data from the respondents. While a six-point Likert scale of strongly disagree, fairly disagree, disagree, agree, fairly agree and strongly agree was used. Fifteen (15) items questionnaire was structured to address the study. The reliability of the instrument was established using Cronbach's alpha reliability test with the reliability coefficient of 0.871. The results were presented using tables while mean score of rating was used to interpret the respondents' responses. The mean scores were related with the average mean of 3.5 for decision making i.e. any mean score equals to 3.5 and above indicate agreement with the question and any mean score below 3.5 indicate disagreement with the question. The average mean score was computed as follows: $1 + 2 + 3 + 4 + 5 + 6 = 21/6 = 3.5$. Statistical Package for Social Sciences (SPSS) version 20.0 software was used to analyse the data while Kolmogorov-Smirnov (K-S.) Z test was used to test all the null hypotheses.

4.0 Presentation and Discussion of Results

The sample size of one hundred and twenty one (121) staff members of First Bank Ltd, UBA Plc, Eco Bank Plc and GTBank Plc in Minna, Niger State for the period of 2016 fiscal year was used. Out of the one hundred and twenty one (121) copies of questionnaire instrument distributed to the respondents, one hundred and fifteen (115) copies were returned indicating a response rate of 95%. The data analysis was based on the questionnaire administered to the respondents to analyse the research objectives and to test the null hypotheses of the study.

Tables below showed data analysis results using statistical methods of interest, such as Descriptive Statistics and Cronbach's Alpha test. Cronbach's Alpha test of 87.1% shows a good result. The Cronbach's Alpha test result using SPSS version 20.0 is presented thus:

Reliability Statistics	
Cronbach's Alpha	.871
N of Items	15

Source: Researcher's computation using SPSS version 20.0

Table 1: Responses on how intrinsic rewards technique affects employees' job performance in selected deposit money banks in Minna

Item	Descriptive Statistics					
	N	Min.	Max.	Mean	Std. Deviation	Kurtosis
1. Opportunity to use ability.	115	1.00	6.00	5.1826	1.20367	-1.926
2. A sense of challenge and achievement.	115	1.00	6.00	5.0087	1.36044	-1.782
3. Receiving appreciation from management.	115	1.00	6.00	4.8783	1.17837	-1.528
4. Positive recognition from management.	115	1.00	6.00	5.2870	1.28258	-2.307
5. Being Treated in a caring and considerate manner by management.	115	1.00	6.00	5.1391	1.17643	-1.657
Valid N (listwise)	115					226
						2.470
						.447

Source: Researcher's computation using SPSS version 20.0 software

The item 1 mean score of 5.1826 in table 1 indicates that giving employees opportunities to use one's ability increases job performance in an organization. The coefficient of skewness of -1.926 suggests that the data is negatively skewed and did not comply with the symmetrical distribution assumption. Similarly, the coefficient of kurtosis of 3.538 also implies that the data did not follow the normal distribution assumption. The item 2 mean score of 5.0087 in the table equally shows that a sense of challenge and achievement increases employees' job performance in an organization. The coefficient of skewness of -1.782 suggests that the data is negatively skewed and did not comply with the symmetrical distribution assumption. Similarly, the coefficient of kurtosis of 2.374 also implies that the data did not follow the normal distribution assumption. Furthermore, the item 4 mean score of 5.2870 in the table shows that positive recognition from management increases employees' job performance in an organization. The coefficient of skewness of -1.528 suggests that the data is negatively skewed and did not comply with the symmetrical distribution assumption. Similarly, the coefficient of kurtosis of 2.374 also implies that the data did not follow the normal distribution assumption. Furthermore, the item 5 mean score of 5.1391 in the table shows that being recognized from management increases employees' job performance in an organization. The coefficient of

kurtosis of 2.621 also implies that the data did not follow the normal distribution assumption.

The item 3 mean score of 4.8783 in the table further shows that receiving appreciation from management increases employees' job performance in an organization. The coefficient of skewness of -1.528 suggests that the data is negatively skewed and did not comply with the symmetrical distribution assumption. Similarly, the coefficient of kurtosis of 2.374 also implies that the data did not follow the normal distribution assumption. Furthermore, the item 4 mean score of 5.2870 in the table shows that positive recognition from management increases employees' job performance in an organization. The coefficient of



Table 4: One-Sample Kolmogorov-Smirnov Test for Hypothesis one

	Item_1	Item_2	Item_3	Item_4	Item_5	
N	115	115	115	115	115	
Normal Parameters ^{a,b}	Mean	5.1826	5.0087	4.8783	5.2870	5.1391
	Std. Deviation	1.20367	1.36044	1.17837	1.28258	1.17643
Most Extreme Differences	Absolute	.282	.306	.306	.337	.272
	Positive	.249	.233	.171	.289	.232
	Negative	-.282	-.306	-.306	-.337	-.272
Kolmogorov-Smirnov Z		3.023	3.283	3.285	3.614	2.919
Asymp. Sig. (2-tailed)		.000	.000	.000	.000	.000

Source: Researchers' computation using SPSS version 20.0 software

The result from table 4 showed that intrinsic rewards technique has a significant effect on employees' job performance in deposit money banks in Minna, considering all the items significance levels at 1% level of significance (as indicated by all the items p. levels of 0.000). Based on this, the null hypothesis one is rejected.

Test of Hypothesis Two:

H₂: Extrinsic rewards technique has no significant effect on employees' job performance in deposit money banks in Minna

Table 5: One-Sample Kolmogorov-Smirnov Test for Hypothesis Two

	Item_6	Item_7	Item_8	Item_9	Item_10	
N	115	115	115	115	115	
Normal Parameters ^{a,b}	Mean	4.5478	4.6348	4.6870	4.7391	4.7304
	Std. Deviation	1.57415	1.37860	1.55239	1.34482	1.54648
Most Extreme Differences	Absolute	.248	.248	.262	.273	.308
	Positive	.178	.161	.199	.174	.206
	Negative	-.248	-.248	-.262	-.273	-.308
Kolmogorov-Smirnov Z		2.658	2.659	2.810	2.923	3.306
Asymp. Sig. (2-tailed)		.000	.000	.000	.000	.000

Source: Researchers' computation using SPSS version 20.0 software

The result from table 5 showed that extrinsic rewards technique has a significant effect on employees' job performance in deposit money banks in Minna, considering all the items significance levels at 1% level of significance (as indicated by all the items sig. levels of 0.000). Based on this, the null hypothesis two is rejected.

Test of Hypothesis Three

H₀: Intrinsic rewards technique motivates employees better than extrinsic rewards technique in deposit money banks in Minna

Table 6: One-Sample Kolmogorov-Smirnov Test for Hypothesis Three

	Item_11	Item_12	Item_13	Item_14	Item_15	
N	115	115	115	115	115	
Normal Parameters ^{a,b}	Mean	4.4435	4.6609	4.8609	4.8783	5.0435
	Std. Deviation	1.74311	1.55534	1.48612	1.28519	1.34680
Most Extreme Differences	Absolute	.217	.221	.268	.312	.309
	Positive	.186	.195	.222	.191	.239
	Negative	-.217	-.221	-.268	-.312	-.309
Kolmogorov-Smirnov Z		2.322	2.371	2.871	3.342	3.314
Asymp. Sig. (2-tailed)		.000	.000	.000	.000	.000

Source: Researchers' computation using SPSS version 20.0 software

The result from table 6 above showed that extrinsic rewards technique motivates employees better than intrinsic rewards technique in deposit money banks in Minna, considering all the items significance levels at 1% level of significance (as indicated by all the items sig. levels of 0.000). Based on this, the null hypothesis three is rejected.

4.2 Discussion of Findings

The study revealed that intrinsic rewards technique has a significant effect on employees' job performance in deposit money banks in Minna. These ranging from giving employees opportunities to use one's ability, a sense of challenge and achievement and receiving appreciation from management and receiving employees' job performance in an organization. Also positive recognition from management and being treated in a caring and considerate manner by management increases employees' job performance in an organization. This is in line with Linz (1990) who revealed that there are positive relationships between intrinsic motivation and job performance as well as intrinsic motivation and job satisfaction. Pettinger (2002) study also opined that dissatisfaction occurs when recognition is not forthcoming, which further lend credence to this finding.

The study equally revealed that extrinsic rewards technique has a significant effect on employees' job performance in deposit money banks in Nigeria. These factors such as an increase in employees pay, good working condition and payment of fringe benefits increase employees' job performance in an organization. Job security and regular employees' promotion also increase employees' job performance in an organization. This is in agreement with some authorities like Vroom (1964) who proposed that people are motivated by how much they want something and how likely they think they are to get it. He suggested that motivation leads to efforts and the efforts combined with employees ability together with environmental factors which interplay's resulting in performance. Adams (1999) on his part suggested that people are motivated to seek social equity in the rewards they receive for high performance. According to him the outcome of the job includes recognition, promotion and social relationship. Muogbo (2013) study reveals that *extrinsic motivation given to workers in an organization has a significant influence on the workers' performance*.

Finally, the study revealed that extrinsic rewards technique motivates employees better than intrinsic rewards technique in deposit money banks in Minna. Increase in employees pay motivates more than giving employees' opportunities to use one's ability in the organization. A good working condition motivates employees more than a sense of challenge and achievement in an organization. Payment of fringe benefits to employees motivates more than receiving appreciation from management. Job security motivates employees' more than positive recognition from management. Regular employees' promotion

motivates more than being treated in a caring and considerate manner by management. These are in agreement with Akambi (2014) who opined that there existed a relationship between extrinsic motivational relationship of employees, while little or no relationship existed between intrinsic motivation and employees' performance.

5.0 Conclusion and Recommendation

The managers of deposit money banks must practice motivational techniques of giving employees opportunities to use their ability, give them a sense of challenge and achievement, appreciate, recognise, and treat them in a caring and considerate manner in order to increase employees' job performance in their organisations. They must equally, apply the motivational techniques of increasing employees pay, providing good working conditions, payment of fringe benefits, ensure job security and give regular employees' promotion, which has been established as the most motivating factors in deposit money banks in Minna, Niger State. The Managers must from time to time evaluate the needs of their employees in order to know the type of motivational technique to apply every point in time for an increase organisational productivity. When applying motivational techniques to motivate employees in organisations, manager must put into cognizance an appropriate technique(s).

Based on the findings of this study, the following recommendations were made:

- (1) Motivation is one of the basic factors in employee working process. So a manager has to encourage employees and try to enhance motivational techniques such as promotion and other fringe benefits on a regular basis to motivate them towards tasks.
- (2) Human resources managers should come up with an effective performance measurement system that rewards hard workers and penalize ineffective workers. This will assist management to retain experienced staff and elevate those that are frustrated as a result of lack of motivation.
- (3) Management should give equal and fair treatments to all staff efforts in the organisation and hard work should be rewarded accordingly. Working habits made a great impact on employee working process. So employees should be allowed to select the way to work. They should not be forced by anybody, otherwise, there is a chance that it affects their working process.

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