

Comparative Study on the Relationship Between Employee Motivation and Team Performance of the Banks in Ghana and China

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Abstract This study was carried out to examine the relationship between employee motivation and team performance within the banking sector of Ghana and China. To achieve the objectives of the study, a questionnaire-based approach was used; a survey was conducted from five banks in China and five in Ghana. The interpretations of the result has shown that motivation of individuals are not the same as the motivation of individuals in the team. An individual does not have the same goals and needs as the team, although the team is made of individuals. However, the whole team motivation or employee motivation such as recognition after the appraisal of the team performance has a positive impact on subsequent team performance. From the respondents in Ghana, Recognition received the highest whiles with Chinese respondents, attractive wage received the highest Strongly agree. However, with factors which affect team performance, Members Understanding received the highest under strongly agrees among the Ghanaian respondents. However, among the Chinese respondents, commitment received the highest under the strongly agree.

Key words Employee motivation; Team performance; Recognition; Organizational commitment

1 Introduction

Nowadays the service sector is one of the major contributors in the economies of the world, and this is no exception in the case of Ghana and China, Banking sector is one of the huge pioneers of economic growth of a country, as a result employees performance towards rendered service is very crucial as their behavior can be the benchmark for formulating an effective strategies. With reference to Noe- Hollenbeck-Gerhart-Wright performance is one of the major cores of an organization and they define performance management as the process through which managers ensure that employees' activities and outputs are congruent with the organization's goals^[1]. Therefore it is the organizations' priority to ensure that motivational tools which encourages initiative and stimulates efforts from the employees are put in place for a better performance and deliverance of quality service^[2]. Most organizations are resulting to teamwork to improve their organizational performance. However, it is very important to the managers to know whether employee motivation will necessarily lead to improve team performance. Every organization has its motivation drive, in the manufacturing companies in China for instance, Frimpong identified that, the main motivation for their product innovation is financial reward^[3].

2 Literature Review

2.1 Motivation

Motivation refers to the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action. Employee motivation affects productivity, and part of a manager's job is to channel motivation towards the accomplishment of both personal and organizational goals. At one time, employees were considered just another input into the production of goods and services. What perhaps changed his way of thinking about employees was research, referred to as the Hawthorne Studies, conducted by Elton Mayo. This study found employees are not motivated solely by money and employee behavior is linked to their attitudes as supported by Dickson^[4].

Motivation theories fall into two main categories: content theories and process theories. Content theories of motivation explain the dynamics of employee needs, such as why people have different needs at different times. By understanding an employee's needs, we can discover what motivates that person. Process theories of motivation do not directly explain how needs emerge. Instead, they describe the process through which needs are translated into behavior.

2.2 Team performance

Katzenbach & Smith has developed a definition of team as follow: "A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable".

If a group cannot have mutual accountability as a team it can never develop into a team. When considering the subtle, but essential difference between the two expressions “the manager holds me accountable” and “we hold ourselves accountable”, it shows the importance of this factor. Mutual accountability in a team involves the promises team members give themselves and the promise they give each other. It is promises that emphasize two critical aspects: commitment and confidence. A team that has a mutual purpose and approach will always be accountable both as individuals and as a group. In groups where reciprocal accountability is missing, a general purpose and approach has not been formed. If these were formed they would be able to merge the individuals that are accountable into a team. According to Katzenbach & Smith, within teams, there is nothing more important than each team member’s commitment to a common purpose and set of linked performance goals for which the group holds itself jointly accountable^[5]. According to Frimpong, team work promotes good relationship among the employees and management within the organization thereby providing the enabling environment for the employees to put up their best^[6]. Generally, a team’s level of performance is connected to how well it can achieve a connection between the task and the structure of the team. A distinguished characteristic for high-performance teams is the degree of commitment; in particular how deeply the members are committed to one another.

3 Research Methodology

A survey was conducted by way of administering questionnaires while secondary data was collected through books and the internet. Data was gathered from five Banks in China and five banks in Ghana. 50 questionnaires were first administered to test the understanding of the respondent after which the necessary corrections were made to suit the understanding of the respondents. After that 400 questionnaires all in Chinese language were administered in China and 400 questionnaires all in English were also administered in Ghana for the purpose of this paper. In all 377 were retrieved from the banks in China and out of these, 26 were answered incorrectly, thus making them unusable leaving the number of usable responses for the analysis at 351 representing 88%. In the case of banks in Ghana, 358 were retrieved, out of these, 32 were answered incorrectly, thus leaving 326 for the analysis representing 82%. These banks in China are namely; Bank of China, Bank of Communication, China Merchants Banks, China Construction Bank and Industrial and Communication Bank of China (ICBC). In Ghana the banks are; Ghana Commercial Bank, Intercontinental Bank, Amalgamated Bank, Agriculture Development Bank and United Bank of Africa. The respondents were made up of Top Managers, Middle Managers, First – line Managers and Non Managers.

The questionnaires had 20 features or indexes made up 10 motivational index and 10 team performance indexes and respondents were asked to rank each feature to the extent that is considered to be important on a scale of 5 points i.e. 1 (strongly agree), 2 (Agree), 3 (moderate), 4 (disagree) and 5 (strongly disagree) but for the Chinese respondent had a scale of 3 points i.e 1 (Strongly agree), 2 (Agree) and 3 (Disagree). The features for motivation included; Attractive wage (A W), Recognition (REC), Promotion (PRO), Empowerment (EMP), Job security (J S), Clear responsibilities (C R), Company policies (C P), Enough information (E I), Work environment (W E), Personal needs (P N). The features for team performance included; Members Understanding (M U), Commitment (C M), Training for Team Members (T T M), Team culture (T C), Team goal (T G), Team leadership (T L), Feedback (F B), Deadline (D L), Individual and team success (I T S) and Team Performance (TP). Descriptive statistics have been used to describe the basic features of the data collected through the questionnaire survey.

4 Results and Discussion

4.1 Position

Most of the respondents from Ghana at all level within the banking sector rated recognition as the main motivational which can promote high team performance. It was deduced from the analysis that, good working environment and attractive wage also play a role in motivating employees to perform well in teams. Personal need however was not considered as a motivational factor for promoting high team performance since it rated as the highest under disagreed option by all respondents at the various management levels. However, the respondents from China at have different opinion about the motivational factors at different level of position. However both the Top managers and Middle Managers rated empowerment as the main motivational factor which promotes team work among the employees. The middle managers and first – line managers also rated recognition as the motivational

factor for high team performance just as the case of all the respondents in Ghana. First line managers and non managers also rated attractive wage as the highest motivational factor for team performance. The entire respondent rated job security as not very important motivational factor for team performance.

In the case of team performance factors, the Ghanaians respondents had varied opinion. Top Managers and First – Line Managers considered “Team members should know there is linkage between individual success and team success” as the highest factor which promote team performance other than the motivational factors. Also, The First – Line and Non Managers rated “Team members understanding of the team's goals is important for team’s performance” as the best factor to increase team performance in the banking sector in Ghana. However, the Top managers, Middle managers and first – line managers all disagreed to the fact that, team culture does not affect team performance much though some of them agreed it does, since they rated it under agreed or strongly agreed. With the Chinese respondents, the Top Managers and Middle Managers rated “Team members must be committed to the team's performance” as the most important factor for high team performance. However, First line managers and non managers rated “The organization has to train team members in teamwork skills” as the most important factor which affects team performance. Whiles top managers considered team culture as not much important factor, the middle managers, first line managers and non managers rated deadline as not being of much importance in promoting effective team work.

4.2 Respondents per country

The tables below shows the ratings of all the respondents from the various countries. Accordingly for motivational factors, the highest for strongly agreed from the respondents in Ghana is Recognition whiles that of strongly disagree is Personal Need. With Chinese respondents, Attractive wage received the highest strongly agree and Job Security received the highest disagreed.

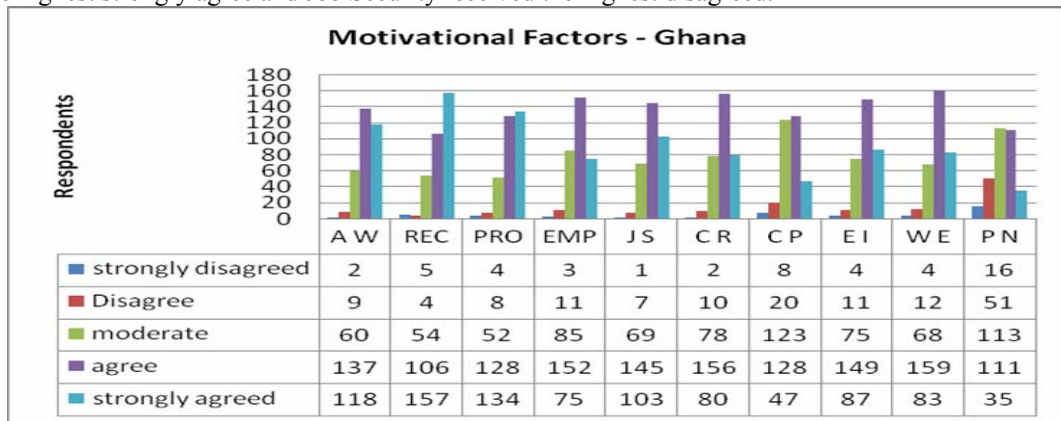


Figure 1 Responses of Ghanaian Respondents Against Each Index

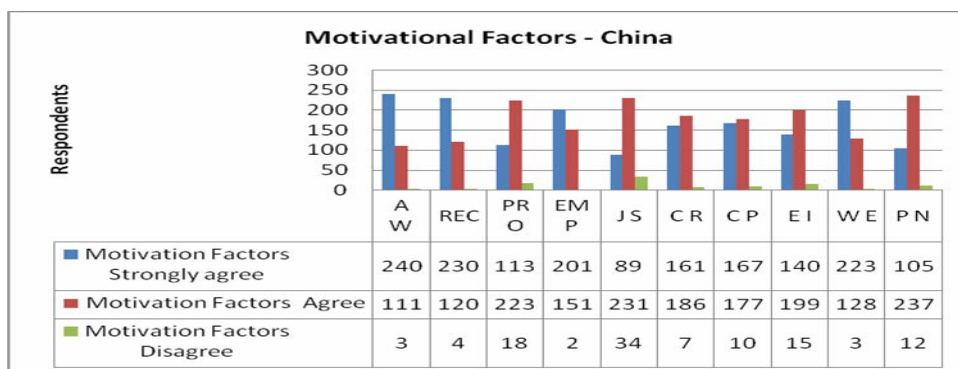


Figure 2 Responses of Chinese Respondents Against Each Index

However, with factors which affect team performance as shown bellow, Members Understanding received the highest under strongly agree whiles Individual and Team Success received the highest under strongly disagree among the Ghanaian respondents. However, among the Chinese respondents, Commitment received the highest under the strongly agree whiles team culture and dead line received the highest rating under Disagreed.

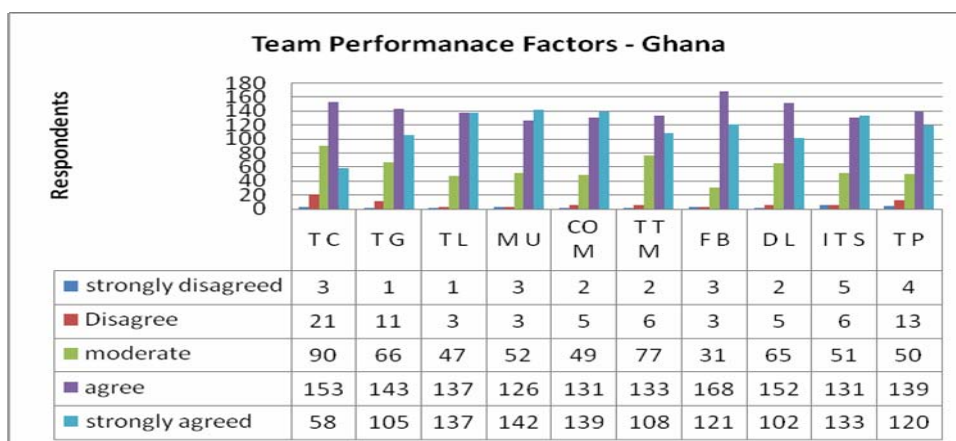


Figure 3 Responses of Ghanaian Respondents Against Each Index

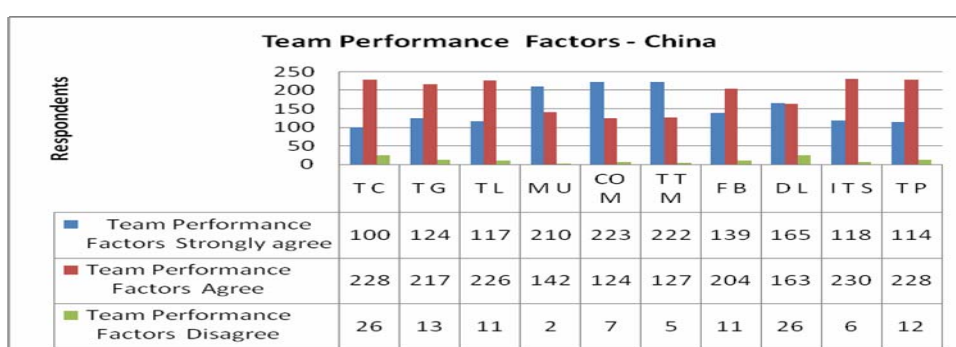


Figure 4 Responses of Chinese Respondents Against Each Index

5 Conclusions

Disgruntled employees will reflect in service provision to customers which might in turn cause dissatisfaction and loss of customers. Most organizations are resulting to teamwork to improve their organizational performance. However, employee motivation will not necessarily lead to improved team performance since the goal of the team might be different from the individual’s goal hence the team performance factors are also important to ensure team efficiency.

Moreover, the data analysis indicates that motivation and motivational factors have a positive effect on team performance within the banks. Majority of managers believe that to view an employee as an asset and recognition are the key role of human capital by managers is the most critical motive factor for enhancing team performance as a satisfied employee produces best results. Also the respondents stated that lack of empowerment and recognition immensely reduce their motivation and consequently their performance deteriorates. This substantial problem therefore needs a speedy and a focal remedy. Furthermore the gratitude of retired employees creates a positive perspective for employees and leads to enhance their performance.

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