

**CHRISTIAN SERVICE UNIVERSITY COLLEGE**  
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**INTRINSIC FACTORS OF MOTIVATION AND HOW IT AFFECTS EMPLOYEE  
PERFORMANCE. A CASE STUDY OF SOCEITE GENERALE BANK, KUMASI.**

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MANAGEMENT)**

## DECLARATION

I hereby declare that this submission is my own work towards the Bachelor of Business Administration and that to the best of my knowledge it contains no material previously published by another person or material which have been accepted for the award of any other degree of the university, except where due acknowledgement has been made in the text.

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## **ABSTRACT**

The main objective of the study was to identify the intrinsic factors of motivation and how it affects employees' performance using Societe Generale Bank as case study. Specifically, the study sought to; identify the various intrinsic factors that aids in employees' performance; highlight the importance of intrinsic factors of motivation to employees'; to understand how intrinsic satisfaction provides sufficient justification for work done and to understand how intrinsic factors of motivation influence the quality of work. The study adopted quantitative research approach to obtain relevant and accurate information. The study targeted 55 employees of the bank. Employees who had first-hand knowledge of the research topic were chosen for this study. Fifty (50) employees were used as the sample. The sampling method that was used is the non-probability sampling which enables the researcher to choose specifically which people are most relevant and interesting for him to use as far as the research problem is concerned. A questionnaire was chosen as the data collection instrument. The Statistical Package for Social Sciences (SPSS) software was used for this analysis. The study concludes that intrinsic motivation plays the most significant role in improving employees' performance in Societe Generale Bank. Intrinsic motivation can essentially be said to be the key that drives employees intrinsically not quitting their jobs but rather work to help improve the productivity of an organization without necessarily being paid. The study results, however, also show that Connection, Mastery and Autonomy are the three components of intrinsic motivation that are considered most essential within the self-determination theory. Hence the conclusion of this study is that when organizations utilize and invest in non-financial rewards, employees' not only improve their performance but also promote their organizational citizenship and therefore this study recommends that more strides should be made in investing in employees' motivation through non-monetary incentives as they are sustainable and also has a positive effect on employees' performance.

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## **CHAPTER ONE**

### **GENERAL INTRODUCTION**

#### **1.1 Introduction**

This chapter presents the background to the study, we will move on to define the key topic of this study intrinsic motivation, problem statement, research objectives and questions, significance, scope, limitation and organization of the overall structure of the dissertation.

#### **1.2 Research Background**

For several years, motivation has been the most discussed, debated and researched topic in the era of modern industrial and organizational commitment, psychology and human resource management. Intrinsic motivation on work performance and commitment has become a subject study at different organizations due to the functions motivation plays in the performance of employee (Chiang and Birtch, 2012). An organization or a company will be able to achieve its objectives by employing and working with employees who are always motivated. As said by Shecma and Shujat (2013) that the organization regardless of sector or size will need motivation to ensure greater efficiency and organizational output and prosperity.

Work motivation is an ambiguous topic in work and organizational science. (kanfer ,Chen, & Pritchard, 2008) because in our recent economy , a motivational workforce represent both competitive advantage and a critical strategic asset in any working environment.( tremblay, Pelletier & Villeneuve 2009). Employees therefore are regarded as an unsurpassed vital resources of every organization and their motivation has become something they cannot do without which is usually part of the human resource strategy of an organization. (Hossaini & Hossainii, 2012).

Such factors which is the intrinsic or the non-financial rewards include training and continues development courses, job titles, good work environment, on the spot praises, leadership roles, team spirit, social gathering, (Dobre, 2013).

This kind of motivation implies that employees will not perform their work expecting a direct material or money rewards. On the other hands when it comes to extrinsic factors or rewards workers however expect material or financial rewards after performing a given task better.

For this reason, they usually work based on performance of reward (Benabou & Tirole, 2003). Possible examples of the extrinsic factors include bonuses, competitions, salaries and wages. (Itotia, Mugambi, &Wachira, 2013). Intrinsic motivation derived from showing satisfaction and work fulfilment ensures employees do their best (Khan, shahid & Wili.2013).

Having human capital that comprises organizational employee is not enough how they are motivated to help the organization achieve its objectives, one of the most different endeavours that every employee grapples with as most organizational leaders think which is just changing the level of thinking.

Motivation remains a major commodity that managers faces during business strategies to achieve a competitive advantage and consist of the employment of motivational techniques that build an operating excellence (Arnolds, 2007).

Also Torrington (2009) noted proven non-monetary positive motivating that foster team and organizational commodity are recognized responsibility and fairness.

The purpose of this study is to determine the rate at which intrinsic factors of motivation affect employees' performance.

### **1.3 Problem Statement**

Doing something sake of enjoyment is what is usually referred to as an intrinsic factor. Leaders are usually very happy when the people under them perform the task that was assigned to them without complain. They usually feel that their work is complete and have an inward joy for the work they are doing. Weighing the rate of success and failure for these contexts, which have led to high rate of people quitting the job and loving their job, it is impossible for businesses to achieve its organizational goals if employees do not obey leaders command. Most employees are motivated through extrinsic rewards, then the intrinsic task is undermined, which does not allow employees to work with an energizing behavior from within not knowing extrinsic motivation is for a short period. This study seeks to find out the possible intrinsic factors of motivation and how it affects employee performance among members of the above-mentioned banks.

### **1.4 Objectives**

#### **1.4.1 Main Objective**

Finding the intrinsic factors of motivation that affect employees' performance

#### **1.4.2 Specific Objectives**

1. To identify the various intrinsic factors that aids in employee performance
2. To highlight importance of intrinsic factors of motivation to employees
3. To understand how intrinsic satisfaction provides sufficient justification for work done
4. To understand how intrinsic factors, influence the quality of work

### **1.5 Research Question**

1. In what ways are private sector employees motivated intrinsically and how it affects their performance?
2. In what ways do intrinsic factors influence the quality of work?
3. In what ways does intrinsic satisfaction provide sufficient justification for work done?
4. In what ways are the intrinsic factors of motivation important to employees?

### **1.6 Significance**

Generally, the study will help develop a deeper understanding of how managers perceive the influence of intrinsic motivation on employee performance in financial institutions in Ashanti Region, Kumasi. This study is also going to help us increase our knowledge of the importance of intrinsic motivation in financial institutions and also add to the limited literature available in Ghana. In addition, this research will also help to suggest different ways to improve intrinsic factors of motivation on employees' performance. The results of this study will contribute with empirical evidence and advance the research that exists today, as current research regarding this topic has a focus on how employees feel about the factors that drive their performance. Traditional theorists support extrinsic factors that dominate employee performance but new theorists like that of Deci and Ryan (1985) support the existence of intrinsic factors that inspires employees in remaining creative, skilled and talented by employees, which will be instrumental in employee engagement. The analysis is being done mainly to draw inferences and directions for further research.

### **1.7 Scope of the Study**

Kumasi Metropolitan Assembly will be the geographical scope for the purpose of this study. The study focuses on Societe Generale which is a private bank that provide banking services to its clients which includes granting of loans and investment opportunity. It is a licensed private bank which has its branches within the same metropolitan assembly.

### **1.8 Limitation of Study**

Time and cost factors are one of the main limitation(s) for this project since there is a limited time for the whole project to be completed.

### **1.9 Organization of the Study**

For the purpose of this study, the research has been divided into five main chapters. Chapter one covers the general introduction, research background, statement of problem, objectives of the study, research questions, significance of study, scope of study, limitation of study and organization of study. Chapter two will review the relevant literature on the subject matter. Chapter three outlines the methodology to be used for the study. Chapter four will also emphasize on the presentation, analysis and discussion of the data collected from respondents. Chapter five will provide the summary of the major findings, conclusion and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter focuses on motivation, intrinsic motivation, employee performance and how intrinsic motivation affects employee performance. The components of both factors are also discussed.

#### **2.2 The Concept of Motivation**

According to (Armstrong, 2001), scholars have different ideas about the wide use of the concept of motivation. The idea is, the concept of motivation has become the center for different disciplines and theories. According to Bulks and green (2009), motivation derives from the word 'motive', meaning to move, influence to proceed or fulfilling a want. Bartol and Martin (2008) define motivation as a power that strengthens behavior, give route to behavior and triggers the tendency to continue (Farland et al, 2011). In order to reach a set target, employees or individuals must be well energetic and be clear with their determinations. The will to meet an internal drive to satisfy an unsatisfied need (Bedian 2003). In other way motivation can be defined as a driving force within a person which encourage the person to do something up to the target level in order to fulfil some need or expectation.

According to (Chowdhury, 2006), motivation is described as progression of moving and helping goal-directed behavior. The motivation concept has differently been described as an intrinsic process that psychologically leads the individual behavior (kreitner, 1995; grafham et al, 2004). The amount of energy exhibited at work and the strengths within individuals that account for the stage of direction is also described as motivation (Johns, 1996).



Motivation is like a vision that stimulates a person to perform because human behavior is attracted by some desired goal (Demirci, 2007). According to (Nohira, Groyberg and lee, 2008), low turnover, commitment to the organization and satisfaction with the job determined motivation. Motivation can be defined as the act of providing the motive for others to act (Shanks, 2004). In other words, according to Nancy Shanks motivation simply means, motivation causes someone to act and someone else cannot make someone motivated, it is up to the individual to perceive the actions of another and decided internally to be motivated by that action. To be motivated and unmotivated are not opposites, but rather certain factors can cause someone to not be motivated, such factor include: life events and attitude towards specific tasks. The higher the motivational level of an employee the higher their commitment level to the organization would be. Highly motivated staff are more likely to want to associate themselves with the organization, contribute meaningfully to the fulfillment of the organizations mission, staff attitude towards work improves and are more likely to work hard, be punctual and regular at work.

### **2.3 Forms of Motivation**

Osabiya (2015) showed 3 major components of motivation that comprises of direction, effort and persistency. Motivation usually direct employee's behavior towards the set attained goals of an organization and enables employees to contribute positively to their performance (Jones & George, 2008)

A study conducted by Ali, Abrar and Haider (2012) showed that 20% of worker's performance is enhanced by motivation.

It is motivation that strengthens, directs and sustains human behavior in all human organizations (Huitt, 2003; Ogunrin et al: 2007). Motivation may be influenced by factors that are intrinsic or extrinsic to the individual. Emphasis are often placed on the extrinsic

factors since intrinsic factors are difficult to define. For the purpose of this study, light will be thrown on the intrinsic factors of motivation.

### **2.3.1 Intrinsic Motivation**

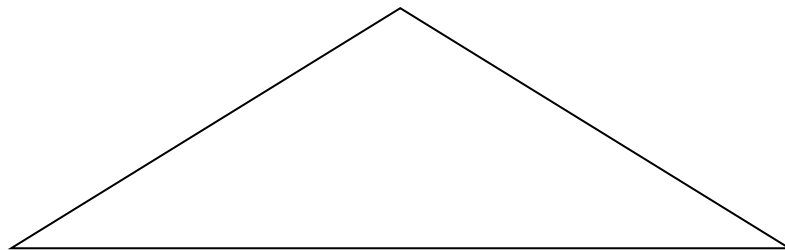
According to (Hennessey and Amabile, 2005), intrinsic motivation can be defined as the motivating to do or act in one's own interest or simply for the enjoyment of the activity itself. Intrinsic motivation is the innate drive of a person that provides energy to an individual to work for better outcomes (Farwa and Niazi, 2013). An instance is manager or a boss showing positive feedback and appreciation. The type of motivation exists within the individual rather than depending on any external factors, therefore, intrinsic motivation is the one that is driven by an interest in the task itself. The individual working for the love of the work from the workplace and also relates the worker and the work, hence self-applied. Robbins (2003) found out that intrinsic motivation is the willingness to work on something that is challenging, satisfying, interesting and involving. In the early 1970s, social and educational psychologists have studied intrinsic motivation. In the context of Friz Heider's attribution theory explanations of intrinsic motivation has been given, Bandura's (1999) work on self-efficacy and Deci and Ryan's (1985), cognitive evaluation theory. According to (Deci & Ryan, 1985) intrinsic motivation is the inner drive to engage an individual's interest and exercise an individual's skills and capabilities and in doing so, looking forward to achieving same opportunities and challenges. An individual becomes intrinsically motivated when he or she moves for the challenge or the enjoyment rather than avoiding punishments. As part of the self-determination theory, the cognitive evaluation theory specifies factors in social context that cause change in intrinsic motivation. Intrinsic motivators are necessarily bound up with work itself (Amabile. 1993). The innate motivation of having pleasure in an activity could propel the individual to spend enough days practicing a sport and so on. Therefore,

individual satisfaction is derived from such an activity which serves as a motivator to work performance.

### 2.3.2 Components of Intrinsic Motivation

In the self- determination theory by (Deci and Ryan, 1985 and 2000) the components of intrinsic motivation are derived. According to (Ryan and Deci, 2000, 2017) this theory is the principle frame work for the study of intrinsic motivation (Di Domenico and Ryan, 2017). Intrinsic motivator, if they are to change behavior must tackle the internal feelings of the individual and must understand the tasks that is found enjoyable by the individual and comprehend why those tasks are found enjoyable by the individual. According to (Di Dominica & Ryan, 2017), Connection, Mastery and autonomy are the components of intrinsic motivation that are considered most essential within the self- determination theory.

#### **Autonomy (self-determination)**



#### **Competency (mastery)**

#### **Connection (Relatedness – Purpose)**

The diagram above shows the three essential elements of intrinsic motivation in the model (self-determination theory)

#### 2.3.2.1 Autonomy

Autonomy is the feeling of having a choice in what one does and not being controlled by others. According to (Pink, 2013) autonomy is the willingness or desire to direct one's life and it comes as a result of the fact that human beings are by nature self-directed and

autonomous. According to (Sexton, 2013) job autonomy refers to the degree to which jobs provide substantial freedom, interdependence and discretion to the individual in scheduling work and also determining the procedures which can be used in carrying it out. According to (Ryan and Deci, 2006) the more autonomy one feels the more intrinsically motivated one becomes. Job autonomy influences employee's idea to feel as trusted to carry out assigned work (Savagih, 2011)

### **2.3.2.2 Mastery**

According to (Di Domenica and Ryan 2007) mastery refers to feelings of reflectance, the sense of growing mastery in activities that are optimally challenging and that further shapes one's capabilities. Mastery is based on the need of being better in one's area of job specification and roles (Pink, 2009). According to (Fullan, 2009) mastery can be sensed when employees are fully engaged. Mastery of goals which promotes intrinsic motivation is when an individual is required to know their work aims and objectives of their job to bring constructive and favorable outcomes.

### **2.3.2.3 Connection**

A feeling of understanding and ease of communication between two or more people. This has to do with experiencing a sense of purpose in what one does and how one relates to others. It is believed that individuals that form a community always have that innate feeling of wanting to belong. This component builds in Lawrence and Nohira's four drive theory (2002) that human beings possess that inner drive to bond with others, this disseminates from the basic truth that human beings are social beings. Connection in the workplace motivates people and also encourages them to work together as a team by building the organization (Abbah, 2014)

## **2.4 Employee Performance**

According to (Thao and Hwang 2015) employee performance is the successful completion of work by selecting individuals as set and measured by a supervisor to pre-define acceptable standards while efficiently and effectively utilize available resource within a changing environment. The business dictionary defines employee performance as ‘the job related activities expected of a worker and how well those activities were executed. Bizfluent’s definition of employee performance refers to how your workers behave in the workplace and how well they perform the job duties you’ve obligated to them.

### **2.4.1 Component of Employee Performance**

Change of employee performance has been an area under investigation by organizational scientist. Employee performance means employee productivity and efficiency which lead to employee growth which impinge on the organizations performance. According to (Altrasi, 2014). The new set of mechanisms proposed as employees are the strategic asset of organization to enable them sustain a competitive environment. According to (Hasibuan, 2000) in Resubun, (Hadiwidjojo, Djazuli and Rofyaty,2013) said employee performance is a result of one’s work accomplished in doing the work assigned to him based on skills , ingenuity, time and experience. According to (Mathis and Jackson 2009), Performance is associated with quantity, quality and timeliness of output to efficiently and effectively complete work. Moreover, according to (Hasibuan, 2000) in Reubum, Hadiwidjojo, Djazuli and Royaty (2013) said employee performance is a result of one’s work accomplishment in doing the work assigned to him or her based on the skill, ingenuity, time and expert.

### **2.4.2 Types of Employee Performance**

Employee performance is grouped into two Mobley, et al. (2001:498). They are task performance and contextual performance.

Contextual performance is characterized by activities that employees are not tasked to perform but are important for the accomplishment of organizational aims. The employee's actual performance on stated job-related activities referred to as work performance (Heizer and Render, 2006: 102).

Task performance changes between jobs and is assessed by the performance evaluation system. Attitudes with task performance include the changing of raw materials into goods and services, the distribution of products and the ordination with the supervision of activities (Mathis and Jackson 2007 : 175).

Therefore, contextual performance is a personality based and task performance is cognition based. According to (Ziel and Antoinette, 2003: 91) employee performance needs a continuous face to face with employee, constant feedback, coaching, counseling and training.

## **2.5 Empirical Evidence**

It is the information received by means of the senses particularly by observation and documentation of patterns and behavior through experimentation (Feldman, Richard (2001) (1999).

## **2.6 Theoretical Framework**

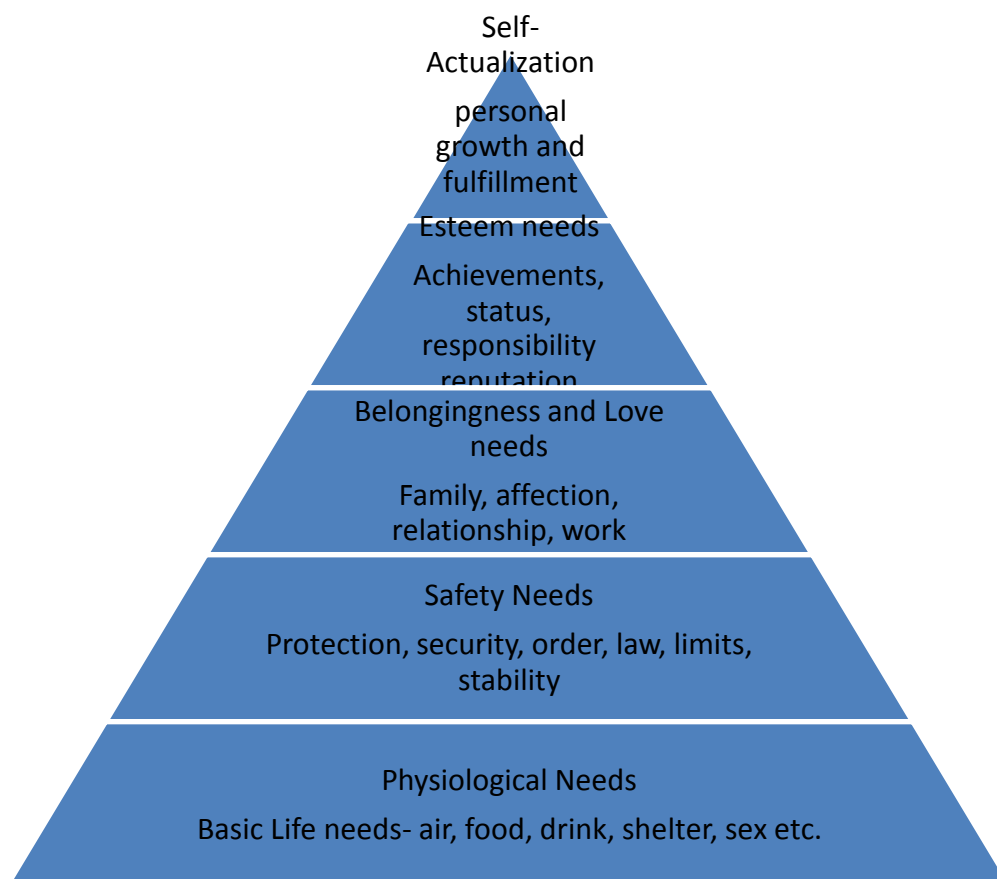
### **2.6.1 Maslow's Hierarchy of Needs**

Maslow first introduced his concept of a hierarchy needs in 1943 paper. "A Theory of Human Motivation?". Maslow theory of needs views human needs as arranged in five hierarchical needs is one of the most commonly used theories of motivation therefore, Maslow saw that human beings have internal needs and so came up with the view that there are 5 different

level of needs and that when one satisfies a need at once stage of the hierarchy it has an influence on our behavior.

Thomas (2009), defined into details that intrinsic factors are psychological and social factors or rewards that employees get from doing a work that is meaningful and performing it well, it also entails the satisfaction of employees to work out of pleasure of doing work that he experiences in a better organization that rewards him for his job (shahzadi, javed, pirzada & khanam, 2014).

The needs are therefore categorized as: Physiological needs; Security needs; Social needs; Self-esteem needs and Self-actualization needs



According to the diagram above, physiological needs are the basic needs of individuals. These physiological needs are the basic needs for survival which may include: food, clothing, shelter and warmth. People are motivated to accomplish these needs because they become the

major influence in the behavior. When these needs are met the individual automatically moves to the next stage of the hierarchy. The second level is the Security needs. It becomes the most essential needs to individuals after their physiological needs have been met. The third level is the social needs. Employees at the level put job relations as their focus, thereby building up a good friendship, love and intimacy; this will make them safe and secure. The fourth level of needs is the Recognition stage, to be accepted and valued by others. The last and highest need of the hierarchy is self-actualization. According to (Srivastava, 2005; P; 69). To attain self-actualization, one must accomplish their fullest capabilities. The theory of needs is a major theory underpinning motivation of employees based on intrinsic factors that motivate employees to effectively perform at their workplace. Maslow's hierarchy of needs deals with the innate motivational factors of individuals, and our study also focuses on the intrinsic factors that motivate individuals. The framework was chosen because it best associates with the topic of study.

## **2.7 Chapter Summary and Conclusion**

This chapter reviewed the relevant empirical and theoretical evidence of the study in terms of intrinsic motivation. It again showed the various components of intrinsic motivation which has not been talked about in most literature. This chapter has also revealed that intrinsic motivators and non-financial schemes take a deeper effect of employees since they are inherent in them to increase their outcomes. Employee performance has shown according to the literature review that it is the most relevant function of organizations as it helps to achieve their target. The available literature has not been done enough to show the obstacle in employee performance, could there be anything that cause employee not to perform?



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter is the detailed research methodology that was used to collect data for this study. According to Lee, Lee & Yoo (2000:56), other areas to be covered in the study includes data collection, data analysis, reliability and validity, administration of the questionnaire and pilot study. Also, the Statistical Package for Social Sciences (SPSS) version 23 was used to analyze the data. The study also adopted the quantitative research design. Again, structured closed ended questionnaires was used to collect the data in order to determine the effect of intrinsic motivation on employee performance. A higher feedback was obtain using the personal method for data collection and a sampling technique was used to select 50 employees in the department of Societe Generale Bank Limited.

#### **3.2 Study Area**

The study was carried out in Societe Generale Ghana Limited, a private banking institution in Kumasi, Ghana. Societe Generale Ghana Limited is a French multinational investment bank and financial service company headquartered in Paris, France. The company is a universal bank has divisions supporting French Networks, Global transaction Banking, International Retail Banking, Financial services, Corporate and Investment Banking, Asset Management and Securities Services. The company was founded in 4th May, 1864 which is 154 years ago. It is the third largest bank by total assets, sixth largest in Europe and seventeenth by market capitalization. Societe Generale Bank was formerly incorporated in Ghana on 7th Febuary, 1975 as Security Guarantee Trust Limited. In 1976, the name was changed to Social Security Bank Limited and received a license to operate as a bank in that same year; it began banking operations in 1977. Societe Generale Bank Limited provides the following banking services

to its customers CURRENT ACCOUNT, DIRECT DEBITS, CASH COLLECTION etc. According to its website it is the 7th largest bank in Ghana and has 45 networked branches in Ghana. Societe Generale Bank has six sub branches in Kumasi but for the purpose of the study we are focusing on the Kumasi central branch.

### **3.3 Research Design**

The study applied a quantitative research approach in order to obtain the relevant and accurate information. The approach deals with the emphasize on objective measurements and the statistical, mathematical or numerical analysis of data collected through polls, questionnaires and surveys or by manipulating per-existing statistical data using computational techniques. This type of research has as its aim the understanding of intrinsic motivation from multiple perspectives.

### **3.4 Rational for selecting the Quantitative Method**

In order to achieve higher level of reliability in terms of data analysis, the quantitative method was selected. Also, a structured closed ended questionnaires was administered to our target respondents. Quantitative methods include reviewing a substantial amount of literature in order to provide direction for the research questions Dane (2000:88). It provides data that are easily quantifiable and based reasonably objective evidence that lends itself to rigorous analysis.

A standard structured questionnaire was administered to all the respondents in order to determine the perceptions of employees about the effect of intrinsic motivation on the performance of employees.

### **3.5 Research Strategy**

A survey method of research was involved in the gathering of data directly from a population at a particular time and it is a fact finding. McBurney (2004:86), states that to gain the research aims the researcher should use the quantitative design that enabled the research to be finished as efficiently as possible yielding maximum information with minimal expenditure of effort and money.

### **3.6 Data Collection**

Both primary and secondary data were sourced. The primary data used in this research was structured close ended questionnaire which was distributed to participants while the secondary data were collected from published articles, thesis and government archives.

### **3.7 Population of Study**

The target population were employees of Societe Generale Bank, Kumasi. Through the structured questionnaires that will be administered to the employees, it will enable the researcher to get more information about the effect of intrinsic motivation on the performance of employees.

### **3.8 Sample size and Sampling Technique**

The study focused on 55 employees in the whole departments of Societe Generale Bank Limited. Therefore, an average of 50 of these employees will be selected for the study. The right representation for the sample size was calculated using Yemane (1970) model as found below:

$$n = N / (1 + Ne^2)$$

Where n= sample size

N=sample frame

e= percentage error margin (not more than 5%)

GFZN

$$\frac{1 + 55 (0.5)^2}{n} = 50$$

From the above formula, the sample size is 50.

For the purpose of this study, the sampling method that was used is the non-probability sampling which enables the researcher to choose specifically which people are most relevant and interesting for him from all the branches of Societe Generale, Kumasi.

### **3.9 Justification of Using the Survey Method**

The survey method was used to administer the questionnaire to only 50 of the employees in Societe Generale Bank. According to Sekaran (2003:67) the survey method will allow the collection of significant amount of data in an economical and efficient way.

### **3.10 Characteristics of a Good Questionnaire**

The following are the characteristics of a good questionnaire Zikmund (2003:196):

- Design to achieve goals
- Avoid asking double barreled questions
- Covers significant topic
- Short as possible, clear and easy to complete.

### **3.10.1 Validity of the Questionnaire**

Validity is the degree to which an instrument succeeds in measuring what it was set out to measure. For the purpose of this study validity was ensured when the 50 respondents that was chosen for this study are active workers of Societe Generale Bank which have huge impact on the performance of the organization in terms of its profitability and productivity level. The basic validity of a questionnaire is asking the right questions constructed in the least ambiguous way.

### **3.11 Reliability of the Questionnaire**

For the purpose of this study, the reliability will be ensured when the information collected the 50 respondents was the main source of our information. The information collected was systematically analyzed using SPSS version 23. Upon the submission and collection of the questionnaires, amongst the 50 only 35 was received and answered.

### **3.12 Data Collection Methods**

According to De Vos, et al (2007:154) when using the personal method, a questionnaire is handed to the respondents who will complete in his/her own time but the researcher is available in case problems are experienced. The researcher will hand the questionnaires to the respondents using the personal method. Because the researcher will use the personal method, the researcher will distribute questionnaires by hand, so that the respondents can finish them on time and collect them. For the purpose of this study, the respondents were asked to submit all questionnaires within one week.

### **3.13 Analysis of Data**

For the purpose of this study, the questionnaires was collected within two working days and was counted to ensure if all respondents had answered and finished the questions. They were coded and captured on the computer. The data was analyzed by means of Statistical Package for the Social sciences (SPSS) version 23 using frequency counts and percentages.

### **3.14 Ethical Considerations**

The researchers protected the rights of the research participants with ethical procedures, including the principle of voluntary participation which requires that the participant should not be coerced into participating in this research.

### **3.15 Conclusion**

The target population were employees of Societe Generale Bank, Kumasi. The survey method was used in the administration of the questionnaires to the 50 respondents. The quantitative research design was chosen to be relevant research approach for this study. A high rate of response of 70% was obtained using the personal method for the questionnaire administration.

## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION AND INTERPRETATION**

#### **4.1 Introduction**

This chapter addresses and outlines the result and findings on the role of intrinsic motivation on employees' performance using the case of Societe Generale Bank. The findings are outlined according to the research questions and specific objectives of the study and are based on the responses from the questionnaires filled and information gathered on the research questions. The research questions and corresponding objectives determine the extent to which intrinsic motivation affect employee performance. Section A in this chapter deals with the demographic factors and section B deals with the analysis of the response related to the effect of intrinsic motivation on employee performance. The study was quantitative in nature and a high response was obtained. Descriptive statistics was used to analyze the data in this chapter.

#### **4.2 Section A: Analysis of Demographic Data**

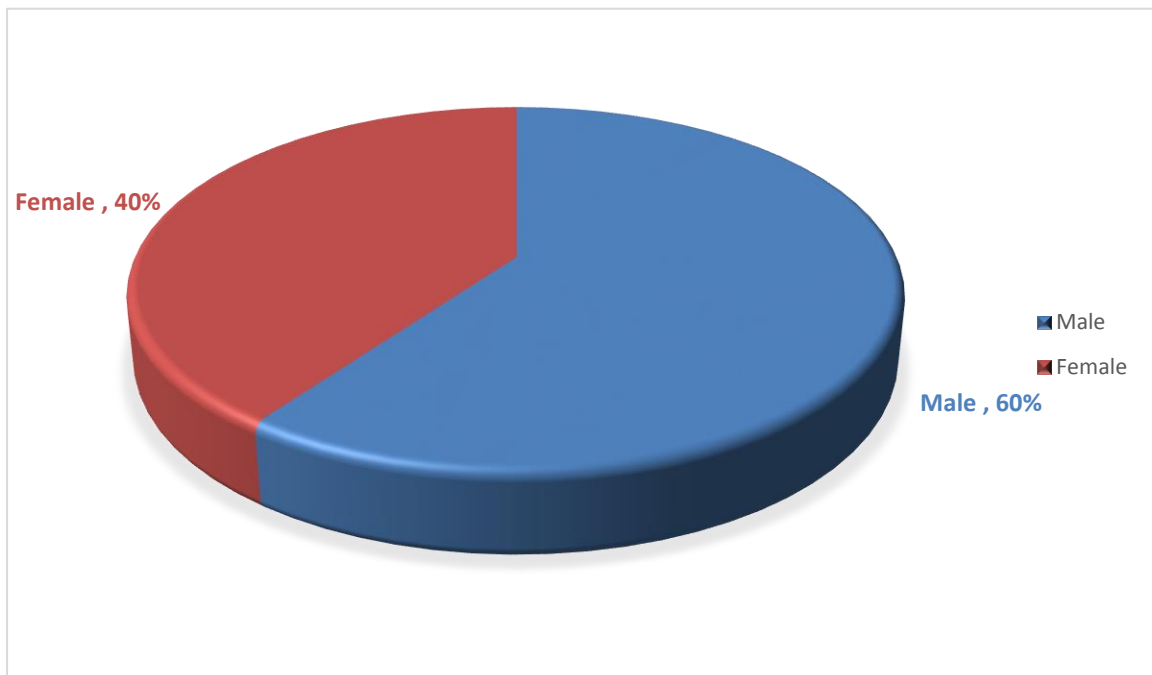
##### **4.2.1 Generale Information**

The Generale information is organized in the following areas: gender, age, qualification, job function, staff category and work experience.

##### **4.2.2 Gender**

This study sought to determine the gender of respondents by profiling how many males and females are employees of Societe Generale Bank, Adum-Kumasi from those included in the study. The findings are presented in 4.1.

### Chart Distribution of Gender



**Figure 4.1: Gender Chart Distribution of Gender**

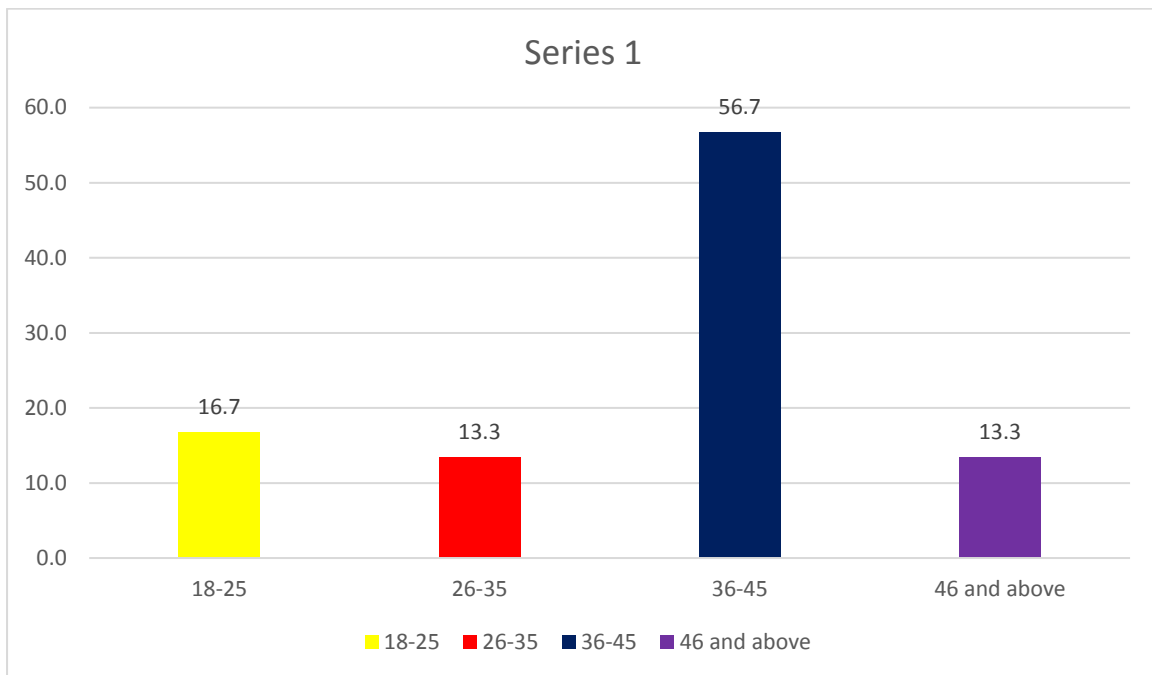
The results above show that approximately 40% of employees at Societe Generale Bank, Adum-Kumasi are females while 60% are males. This findings mean that the male respondents are more than the female’s respondents of the said institution.

#### **4.2.3 Age**

This section is of the study is concerned with finding out the age of the respondents. The findings are presented in figure 4.2



### Chart Distribution of Age

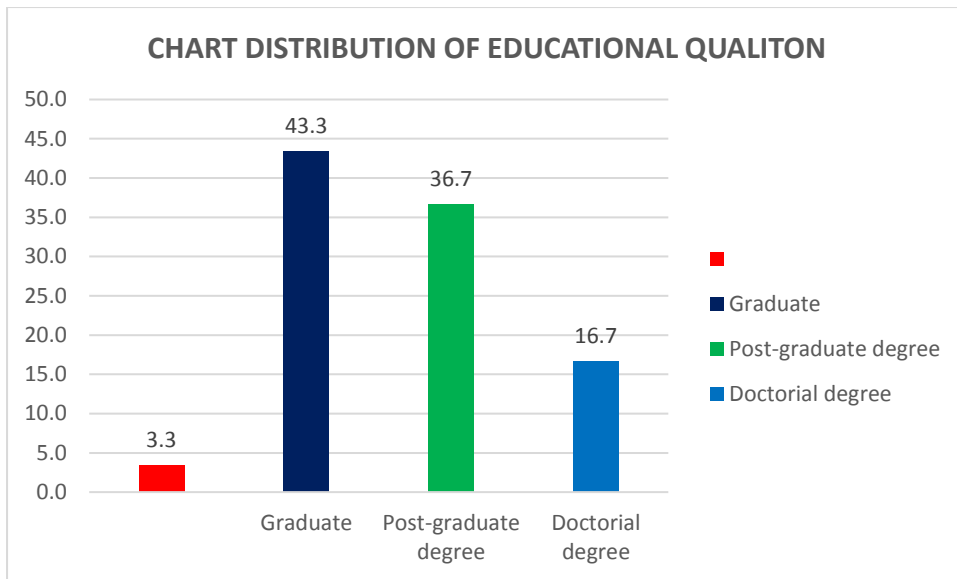


**Figure 4.2 Age of Respondents**

The results in figure 4.2 shows that 16.7% of the respondents were in the age range of 18-25 years. The findings further show that 13.3% of the respondents were in the age range of 26-35 years. Again, 56.7% of the respondents were in the age range of 36-45 years and lastly 13.3 were respondents in the age range of 46 years and above respectively among the respondents of Societe Generale Bank. The findings indicated that the respondents were concentrated between the ages of 36-45 and 18-25 respectively.

#### 4.2.4 Educational Qualification

This section sought to find out the educational qualification of the respondents. The findings are presented in figure 4.3.

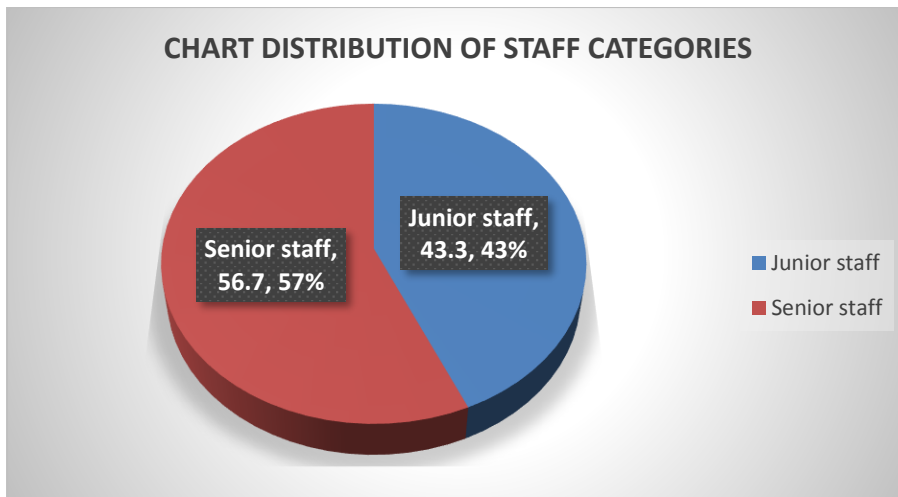


**Figure 4.3**

The results in figure 4.3 shows that 3.3% of the respondents of Societe Generale Bank are diploma. The results again shows that 43.3% of the respondents of Societe Generale Bank are graduate. Also, the results shows that 36.7% of the respondents Societe Generale Bank are post-graduate and lastly, the results shows that 16.7% are doctoral degree holders. The findings mean that the respondents of Societe Generale Bank were highly educated and therefore responses provided for the study were accurate.

#### **4.2.5 Staff Category**

This section sought to find out the various staff categories of Societe Generale Bank. The findings are presented in figure 4.4.

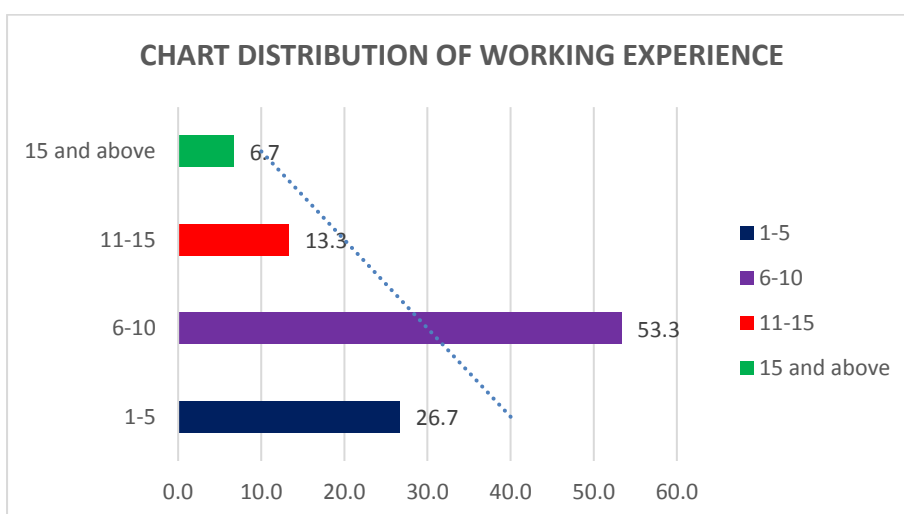


**Figure 4.4**

The results in figure 4.4 shows that 56.7% of the employees of Societe Generale Bank are senior staff while 43.3% are junior staff members. This section indicated that the majority of the respondents are senior staff and therefore they provided the accurate responses needed for this study.

#### 4.2.6 Working Experience

This section sought to find out the number of years the employees of Societe Generale Bank have worked and the experienced they have gained. The result is shown in figure 4.5



**Figure 4.5**

The result in figure 4.5 shows that 26.7% of the respondents have worked for the bank within the range of 1-5 years. The results again shows that 53.3% of the respondents have worked for the bank within the range of 6-10 years. The results also shows that 13.3% of the respondents have worked for the bank within the range of 11-15 years and 6.7% of the respondents have worked for 15 years and above. The findings means that 53.3% of the respondents have worked in the organization for a very long period and so they provided an accurate responses for the purpose of this study.

#### 4.2.7 Section B: Intrinsic Factors that affect Employees Performance

In the table 1, the various intrinsic factors that affect employee’s performance are reviewed and discussed.

**Table 1: intrinsic factors that affect employees performance**

Questions	Mean (M)	Standard deviation (SD)
Are you satisfied with relationship you have with your co workers	1.03	0.18
Do you feel accepted by your co workers	1.10	0.31
If yes does it urge you to learn more about the job to improve on your performance	1.00	0.00

*Source: field survey, 2019.*

In table 1, the respondents stated that the greatest impact of intrinsic motivation that affect employees performance was that employees feel accepted by co-workers (M=1.10, SD=0.31).Also, the second greatest impact as stated by the respondents was that, employees

are satisfied with their relationship with co-workers (M=1.03,SD=0.18) while the final impact as indicated by the respondents was that intrinsic motivation urge employees to improve their performance a job (M=1.00,SD=0.00)

#### 4.2.8 Importance of Intrinsic Factors of Motivation to Employees

**In Table 2, *The Importance of Intrinsic Factors of Motivation is Reviewed and Discussed.***

***Table 2: Importance of Intrinsic Factors of Motivation to Employees***

Questions	Mean(M)	Standard deviation(SD)
What is the likelihood of you still working at the bank without pay	1.93	0.25
Upon hearing or reading the bank vision and mission statements are you motivated to work towards it	1.00	0.00
Do the current human resource policies of the bank motivate you	1.36	1.82
Does the bank policies provide room for growth	1.03	0.18

**Source: field survey, 2019.**

In Table 2, the high importance of intrinsic factors of motivation was that, the likelihood of employees working without pay is high (M=1.93, SD, 0.25).The second importance of intrinsic factors of motivation was that, employees are motivated by the current human

resource policies of the bank (M=1.36,SD=1.82). The third importance of intrinsic factors of motivation was that, the bank policies provide room for growth for the employees (M=1.03, SD=0.18). The final importance of intrinsic factors of motivation was that, employees are motivated after hearing and reading the bank vision and mission statements (M=1.00, SD=0.18)

#### **4.2.9 Understanding How Intrinsic Satisfaction Provides Sufficient Justification for Work Done**

*In table 3, Understanding How Intrinsic Satisfaction Provides Sufficient Justification for Work Done.*

<b>Questions</b>	<b>Mean (M)</b>	<b>Standard deviation(SD)</b>
Do you feel supported by your manager	1.06	0.25
Rank the enjoyment level when working at your current station	1.93	0.25
In your opinion are your improvements recognized by your supervisor	1.06	0.25

**Source: field survey, 2019.**

In table 3, the respondents stated that the greatest impact of understanding how intrinsic satisfaction provides sufficient justification for work done was that, the enjoyment level when working at your current station (M= 1.93, SD=0.25).Also, the second greatest impact as

stated by the respondents was that, employees feel supported by their manager and also their improvement are recognized by their supervisor (M=1.06, SD=0.25)

#### 4.2.10 Understanding how Intrinsic Factors Influence the Quality Of Work.

In table 4, understanding how intrinsic factors influence the quality of work was discussed and reviewed.

**Table 4: Understanding How Intrinsic Factors Influence The Quality Of Work.**

Questions	Mean(M)	Standard deviation(SD)
In your own opinion, would you describe your work at your current station challenging	1.43	0.50
Do you feel as though you have improve on your performance over time you have spent at the bank	1.10	0.30
If you had the opportunity to amend the current HR policies would you	1.90	0.30

**In Table 4, the respondents** stated that the greatest impact of understanding how intrinsic factors influence the quality of work was that, the current HR policies could be change if they are given the opportunity to (M=1.90, SD=0.30).Also, the second greatest impact was that, employees describe their work at their current station as challenging (M=1.43, SD=0.50).And the last impact of understanding how intrinsic factors influence the quality of work was that,

employees feel they have improve on their performance at the bank over the time spent at the bank(M=1.10, SD= 0.30)



## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the overall results and the findings from the study. This chapter also points out the conclusions arrived from the study as well as highlighting recommendations and areas for further study on identifying to be taken on the most appropriate intrinsic reward system in enhancing employee' motivation. The research discussion is on the basis of the research questions.

#### **5.2 Summary of Findings**

The purpose of this study was to investigate the intrinsic factors that affects employee performance with reference the employees of Societe Generale Bank, Adum-Kumasi. To achieve the objectives, the study was guided by the following research questions:

1. In what ways are private sector employees motivated intrinsically and how it affects their performance?
2. In what ways does intrinsic factors influence the quality of work?
3. In what ways does intrinsic satisfaction provide sufficient justification for work done?
4. In what ways are the intrinsic factors of motivation important to employees?

The study also will adopt the quantitative research design. Again, structured closed ended questionnaires will be used to collect the data in order to determine the effect of intrinsic motivation on employee performance. A higher feedback will be obtain using the personal method for data collection and a sampling technique will be used to select 50 employees in the department of Societe Generale Bank. The data was then entered and coded through excel

template and. Also, the Statistical Package for Social Sciences (SPSS) version 23 will be used to analyze the data, the data was interpreted using percentages, charts, tables and figures. The findings established that intrinsic motivation has a great impact and significance on the employee performance. This type of motivation indeed enables the employee to work to the best of their ability even if there are no external motivations involved.

## **5.3 Discussion**

### **5.3.1 Intrinsic Motivation and Employee Performance**

There is significant understanding among organizations managers that employees are the most valuable assets in any organization. Awareness, understanding and investing in employees intrinsic rewards will go a long way in boosting optimum employee performance. Increasing employee intrinsic motivation will ensure organizations realize purpose for hiring the employees by assisting the organization to achieve its objectives through performance of job task.

The findings revealed that the selected research model was significant in determining how intrinsic motivation affect employee performance. It was noted that respondents were highly motivated through challenging work and also being supported by their supervisors or managers.

According to the respondents, they stated that the greatest impact of intrinsic motivation that affect employee's performance was that employees feel accepted by co-workers. Also, another great impact as stated by the respondents was that, employees are satisfied with their relationship with co-workers while another impact as indicated by the respondents was that intrinsic motivation urge employees to improve their performance on job.

Also, the high importance of intrinsic factors of motivation was that, the likelihood of employees working without pay is high .The second importance of intrinsic factors of

motivation was that, employees are motivated by the current human resource policies of the bank. The third importance of intrinsic factors of motivation was that, the bank policies provide room for growth for the employees.

## **5.4 Conclusion**

### **5.4.1 Intrinsic Motivation and Employee performance**

The findings were able to establish that the charts and tables used in the were significant in determining how intrinsic motivation affect employee performance. The study concluded that utilizing and investing in non-financial rewards, employees not only improve their performance but also promotes their organizational citizenship and therefore this study recommends more strides be made in investing in employee's motivation through non-monetary incentives as they are sustainable. The findings also established that intrinsic motivation is a significant predictor of employee performance. When organizations create intrinsic incentives that ensure employees do not keep thinking of leaving the employer, it will translate into huge savings as it is notable that the cost of hiring new employees and orienting them is much higher plan investing in employee's intrinsic motivators which are also sustainable in the long run.

## **5.5 Recommendations**

The overall recommendation based on the results, the management of Societe Generale Bank should concentrate and make more investment on intrinsic motivation since it positively affects employee's performance.

### **5.5.1 Recommendation for Improvement**

Findings from any research and regular engagement among stakeholders and organizational leaders will help inform the best solutions and measures for enhancing and sustaining employee's job performance.

### **5.5.2 Intrinsic Motivation and Employees Performance**

The study found that it is important to have a comprehensive and far-fetched understanding of employee motivation as it is very crucial in boosting employee's performance. Some of the financial efforts, schemes and resources utilized to sustain financial motivation could be taken up by other more deserving and challenging areas including high quality, competitive and affordable, services and products and maintaining a highly-skilled and competent workforce. Besides this, the study encourages organizational leaders to invest in employee's intrinsic motivation by empowering them to realize and build the belief and attitude that this is possible through finding meaning in their work and also seeing the actual results of their work activities.

### **5.5.3 Recommendations for Further Studies**

This study recommend that future research should be done to other industries especially the manufacturing sectors among organizations that concentrates on fast moving consumer goods to verify the results. Additionally, the study recommends further research while considering more factors, so as to check on the influence of intrinsic motivation on employee job performance. Moreover, research needs to explore challenges and solutions to employee motivation to boost their performances.

The study also recommend that more studies should be done to examine the role played by gender, staff category and age in enhancing employee's productivity to achieve their stated objectives.

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## APPENDIX

### A SURVEY ON INTRINSIC MOTIVATION AND HOW IT AFFECTS EMPLOYEE PERFORMANCE.

**PURPOSE:** The information gathered through this questionnaire will be used as empirical research onto intrinsic motivation and how it affects employee performance in Societe General Bank. The research is conducted for the completion of a degree research in Bachelor for Business Administration, Human Resource Management.

**CONFIDENTIALITY:** Please note that the information or responses you provide are completely anonymous and confidential. The research outcome and report will not include reference to any individual.

#### SECTION A

##### Demographic Profile

1. Please indicate your gender.

Male  Female

2. Please indicate the group you belong to:

18-25 years  26-35 years

36-45 years  46 and above

3. Please indicate the position you hold at the bank.

.....

4. Please indicate the range of years you have been with the bank.

1-5 years  6-10 years

11-15 years  15 and above

5. Please indicate your highest qualification.

Diploma  Graduate

Post-graduate degree                       Doctorial degree   
Other

6. Please indicate which category you belong to.

Junior staff                       Senior staff

**SECTION B**

7. Do you feel supported by your manager or supervisor?

Yes                       No

8. Are you satisfied with the relationship you have with your co-workers?

Yes                       No

9. Do you feel accepted by your coworkers?

Yes                       No

If either, why?

.....  
.....

**Please indicate on a scale of 1-10 (1-lowest and 10-highest) for the following:**

10. What is the likelihood of you still working at the bank without  pay?

11. Rank the enjoyment level you feel when working at your cur station.

12. In your opinion, would you describe your work at your current station challenging?

Yes                       No

13. If yes, does it urge you to want to learn more about the job to improve on your performance?

Yes                       No

14. Do you feel as though you have improved on your performance over the time you've spent at the bank?

Yes  No

If yes, How?

.....  
.....

15. In your opinion are your improvements recognized by your supervisor?

Yes  No

16. Upon hearing or reading the banks vision and mission are you motivated to work towards it?

Yes  No

17. Do the current HR policies of the bank motivate you?

Yes  No

18. Does the bank's policy provide room for growth? (Furthering you education, taking relevant courses)

Yes  No

19. If you had the opportunity to amend the current HR policy, would you?

Yes  No