

Recognition Need of Marketing Executives in Nigeria Banks: A Meta Analysis

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Abstract

The behavioral factors that relate to the individual's needs and to the conditional links between performance and rewards and between effort and performance could be necessary topics for organizational effectiveness. However, motivational programs often fail because they could appeal to wrong needs. Therefore, this study was an attempt to identify the specific needs of the marketing executives in Nigerian banks in order to determine how to motivate them to satisfy those needs. The study was guided by the need theories which suggest that to motivate their workforces, managers should determine what needs people are trying to satisfy in organizations and then ensure that people receive outcomes that satisfy these needs when they perform at a high level and contribute to organizational effectiveness. A sample of 303 marketing executives in selected banks in Nigeria was determined using the finite multiplier. The result obtained shows an F-value of 62.713 ($P < 0.05$) for the Levene's Test of Equality of Error of variance, which indicates that the error of variance of the dependent variable is equal across groups, and presents a similarity in results. With P-values < 0.05 , the results generated are not due to chance, thus are correct and significance. Having adjusted r-squared value that is 0.894, it is determined that 89.4% of change is caused by the independent variable. Based on this, the null hypothesis is rejected. Hence, information about what is happening around the work-place is one of the most important needs of marketing executives in Nigerian banks, as it does help in cultivating and maintaining mutually satisfactory relationship between the manager and the subordinates. The finding shows that the needs of marketing executives in Nigerian banks could be ordered as follows: recognition, physiological expressed in good wages, and security. Recognition in this study is identified with the need for information, because recognition could be expressed in giving the marketing executives information about his work. What is worthy of note about this finding is that information and recognition needs have the same significance in terms of need structure, and that recognition-the fourth need on Maslow's need hierarchy could be scored basic to marketing executives in Nigerian banks. So, recognition may have a high place in the Nigerian cultural values for motivation at collective work systems. This indicates that the motivation theories by the behavioral scientists conform to the desires of marketing executives according to individual developmental levels, and according to the bank system. This suggests that Nigerian culture places emphasis on information and recognition, over which some of the advanced countries drag their feet. This is a fact that deserves serious attention in the search for a Nigerian motivation system. It is recommended that bank managers should identify the fundamental value that conditioned this approach to include the following values: (1) emphasis on a flow of information from the bottom up; (2) making top management the facilitator of decision-making rather than the issuer of edicts; (3) using middle managers as the impetus for, and shaper of solutions to the problems of marketing executives; (4) stressing consensus as the way of making decision; and (5) paying close attention to the personal well-being of marketing executives.

Keywords

Recognition Need, Marketing Executives, Need theories, Nigerian Banks, Meta Analysis, Finite Multiplier, Informational Role Hierarchy of Needs.

Introduction

This study was undertaken to further examine the process management, discuss the various management theories and interrelate them with a view to finding what in them could be explored for tackling managerial problems in Nigerian banks. Specifically, it was an attempt to find clues to identifying the direction to an appropriate management system for marketing executives in Nigerian banks. Nigerians have discussed motivation and leadership especially from the viewpoint of what and how Nigerian workers could be motivated for more positive attitude to work and for greater efficiency and productivity. Some views state that culture which varies from country to country and between communities determines the norms, beliefs, wants, expectations and behavior of people. It causes variation in the need contents and structure, between communities and societies and of course, between workers. Hence, the Nigerians question as to whether what is said to motivate workers in the advanced countries as given by the behavioral science theories on motivation and leadership does apply also the Nigerian workers (Uduji, 2014). Marketing executives in Nigerian banks operate in a highly dynamic, stressful environment outside of the organization. It is important that bank managers understand the process of motivation

and be able to apply it to each individual in the marketing team in such a manner as to maximize his or her performance potential. The job of a marketing executive in Nigerian bank consists of a large variety of complex and diverse tasks. Because of this, it is important that the marketing executive's effort be channeled in a direction consistent with the bank's strategic plan. Therefore, the direction of the marketing executive's effort is as important as the intensity and persistence of that effort. A bank manager concerned with motivating marketing executive finds that the most complex task is getting them to expand effort on activities consistent with the strategic planning in the bank. Many marketing executives may not need external stimulation to work hard and long; their internal needs could motivate them to do so. However, every marketing executive must be eternally motivated to perform actions that support the strategic objectives of the bank. The nature of the Marketing job, the individuality of marketing executives, the diversity of the bank goals, and the continuing changes in the banking industry seem to be making motivating marketing executives a particularly difficulty and important task (Uduji, 2014). Marketing executives experience a wonderful sense of exhilaration when they win a major account. But they must also frequently deal with the frustration and rejection of not winning an account. Even very good marketing executives don't win every account. Also, while many bank customers are gracious, courteous, and thoughtful in their dealing with marketing executives, some are rude, demanding and even threatening. Marketing executives spend a large amount of time by themselves calling on bank customers and travelling between main accounts. This means that most of the time they are away from any kind of support from their peers or managers, and they often feel isolated and detached from the main offices. Consequently, they usually require more motivation than is needed for other jobs in the bank, to reach the performance level management desires.

The importance of marketing executives in Nigerian bank is such that expenditure on them usually exceeds the budget for most other promotional activities (Uduji, 2014). The role of marketing executives has three interrelated functions-providing information, persuading and creating, building and sustaining relationships. The information role is part of a two-way process whereby information about the bank's product or offer needs to be communicated to existing and potential customers and, in the reverse direction, customers' needs are correctly interpreted and understood by management. Marketing executives impact knowledge about the bank product or service which provides benefits to customers and also a range of information promotional support, finance, technical advice, service and other elements which contribute to customer's satisfaction. Marketing executives are also the face-to-face contact between customers and the bank, and for good reason are referred to as 'the eyes and ears of the bank' since senior management's customer contact may be limited. A second role that marketing executives can fulfill in Nigerian bank is persuasion. The importance of correctly identifying customers' needs and market opportunities can never be overstated. Nevertheless, in competitive market, prospective customers are usually faced with an abundance of choice. As a result, adoption of the marketing concept can be no guarantee of competitive advantage. Customers will have to be convinced that their needs have been correctly identified by the bank and that the offer provides benefit over any other bank. Marketing executives could be part of this process through persuasion and service. Today, the bank is creating, building and sustaining profitable relationships. Relationship marketing in the banking sector predicts an intimacy between the bank and its customers (Uduji, 2014). Owing to their boundary-spanning role, the marketing executive of a bank has traditionally been a vital link between the bank and its customers and a prime platform for communicating the bank's marketing message to its customers and the voice of the customer to the bank management. However, marketing executives and bank manager, although the emissaries of bank's marketing message have, in the past been oriented towards *meeting the target* as the main driving force behind the marketing efforts of the bank. Bank marketing has shifted attention from *target* as the singular role, to creating the necessary conditions for a long-term relationship between the bank and its customers that breeds successful business encountered in the long run. This shift necessitates a reappraisal of existing marketing practices and the bank philosophy and culture that have driven the development of marketing bank products in the past. The role of the marketing executives is continuing to move away from the traditional aggressive and persuasive marketing to a new role of 'relationship manager'. Also in practice, Nigerian banks are witnessing a tendency to change the marketing lexicon from marketing executives to marketing counselors, professional representatives or marketing consultants. This change in title is being designed to facilitate the transition of the marketing executive's tasks from just marketing the bank products to advising and counseling; from talking to listening, and from pushing to helping the customer. The new reality of relationship marketing directs marketing executives and bank managers to develop long lasting relationships with their customer based on mutual trust and commitment. Each marketing occasion is an opportunity to strengthen the relationship between them and their customer, and increase the loyalty of the customer to the bank. The most significant difference between the marketing executive activities and other elements in the marketing effort is the personal contact depending on such factors as the bank scale of risk, type or customer, newness of products and service, and many other factors. In some situations, the information or persuasion role can be achieved by impersonal means of communication, particularly advertising. Advertising is

impersonal, indirect and aimed at a mass audience, whereas the activity of marketing executive is individual, direct and much more adaptable. With advertising, the message of the bank is more limited, cheaper per contact but unidirectional, relying on a pull approach rather than personal which is two-way but employs a push strategy and is relatively expensive per contact. It is the importance of the marketing executives' role in Nigerian bank that prompted this study.

Theoretical framework

This study was guided by the Need Theories. According Uduji (2014), a need is a requirement or necessity for survival and well-being. The basic premise of need theories is that people are motivated to obtain outcomes at work that satisfy their needs. Need theory complements expectancy theory by exploring in depth which outcomes motivate people to perform at a high level. Need theories suggest that to motivate a person to contribute valuable inputs to a job and perform at a high level, a manager must determine what needs the person is trying to satisfy at work and ensure that the person receives outcomes that help to satisfy those needs when the person performs at a high level and helps the organization achieve its goal. There are several need theories that this study attempted to review. They include Abraham Maslow's hierarchy of needs, Clayton Alderfer's ERG theory, Frederick Herzberg's motivator-hygiene theory, and David McClelland's needs for achievement, affiliation, and power (Maslow, 1954; Alderfer, 1972; Herzberg, 1966; McClelland, 1985). These theories describe needs that people try to satisfy at work. In doing so, they provide managers with insights about what outcomes motivate members of an organization to perform at a high level and contribute inputs to help the organization achieve its goals. Psychologist Abraham Maslow (1943) proposed that all people seek to satisfy five basic kinds of needs: physiological needs, safety needs, belongingness needs, esteem needs, and self-actualization needs. He suggested that these needs constitute a hierarchy of needs, with the most basic or compelling needs-physiological and safety needs-at the bottom. Maslow argued that these lowest-level needs must be met before a person strives to satisfy needs higher up in the hierarchy, such as self-esteem needs. Once a need is satisfied, Maslow proposed, it ceases to operate as a source of motivation. The lowest level of unmet needs in the hierarchy is the prime motivator of behavior; if and when this level is satisfied, needs at the next highest level in the hierarchy motivate behavior. Although this theory identifies needs that are likely to be important sources of motivation for many people, research does not support Maslow's contention that there is a need hierarchy or his notion that only one level of needs is motivational at a time (Kanfer, 1990). Nevertheless, a key conclusion can be drawn from Maslow's theory: people try to satisfy different needs at work. To have a motivated workforce, managers must determine which needs employees are trying to satisfy in organizations and then make sure that individuals receive outcomes that satisfy their needs when they perform at high level and contribute to organizational effectiveness. By doing this, managers align the interests of individual members with the interests of the organization as a whole. By doing what is good for the organization (performing at a high level), employees receive outcomes that satisfy their needs. The needs, in ascending order are:

1. Physiological (food, water, sex and shelter).
2. Safety or security (protection against threat and deprivation, such as danger avoidance, steady jobs, and a healthy work environment).
3. Social (friendship, affection, belonging, and love, such as supervisory support)
4. Ego (independence, achievement, freedom, status, recognition, and self-esteem, such as personal pride, and a positive self-concept).
5. Self actualization (realizing one's full potential, the desire to use one's potential to the maximum, and becoming everything one is capable of being).

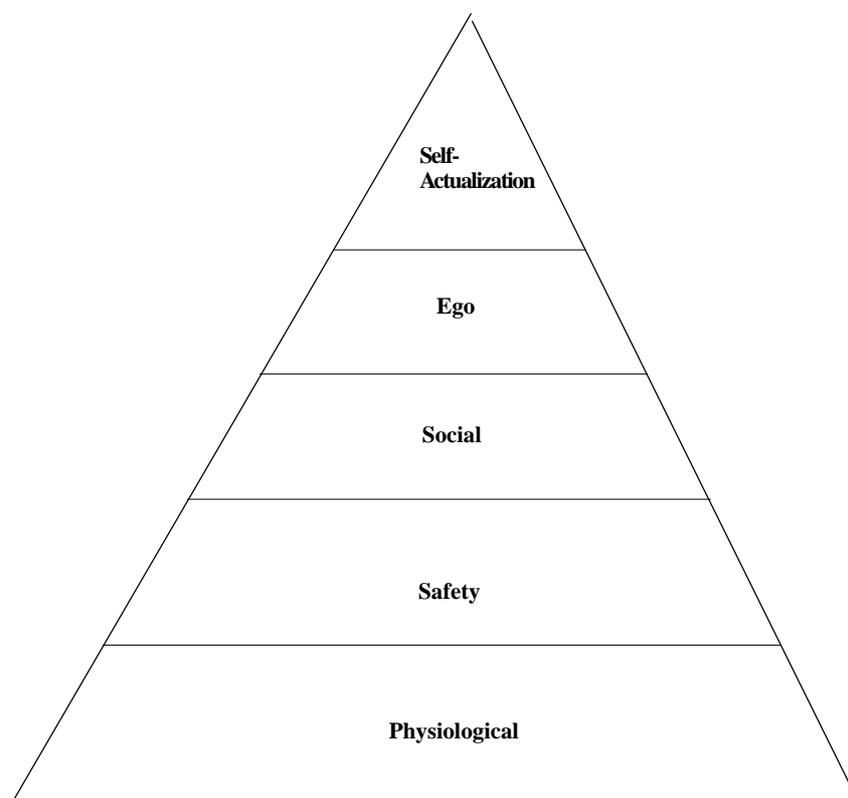


Figure 1: Maslow's Need Hierarchy

Source: Organ, D. and Bateman, T. (1991) Organizational Behavior, Burr Ridg, IL: Richard D. Irwin.

Clayton Alderfer's (1972) ERG theory collapses the five categories of needs in Maslow's hierarchy into three universal categories-existence, relatedness, and growth-also arranged in a hierarchy as shown in table 1. Alderfer agrees with Maslow that as lower need become satisfied a person seeks to satisfy higher-level needs. Unlike Maslow, however, Alderfer believes that a person can be motivated by needs at more than one level at the same time. A marketing executive in Nigerian banks, for example, may be motivated by both existence needs and by relatedness needs. The existence needs motivate the marketing executive to come to work regularly and pursue his given target so that his job will be secure and he will be able to pay his rent and put food on the table for his family. The relatedness needs motivate the marketing executive to become friends with some of the other marketing executives and have a good relationship with the bank manager. Alderfer also suggests that when people experience need frustration or are unable to satisfy needs at a certain, they will focus all the more on satisfying the needs at the next lowest level of the hierarchy (Alderfer, 1969). The key difference between Maslow's and Alderfer's theories may not be that Alderfer collapses five needs to three. Rather, Alderfer does not assume a rigid hierarchy in which one need has to be satisfied before other needs can become operative. Instead, according to Alderfer, all three need categories can operate simultaneously. Also Alderfer claims that if a higher order need is not being met, people may demand more rewards to satisfy lower level needs. As with Maslow's theory, research does not support some of the specific ideas outline in ERG theory, such as the existence of the three-level need hierarchy that Alderfer proposed (Kanfer, 1990). However, for managers, the important message from ERG theory may be the same as that from Maslow's theory. Determine what needs your subordinates are trying to satisfy at work, and make sure that they receive outcomes that satisfy these needs when they perform at a high level to help the organization achieve its goal.

Table 1: Alderfer's ERG Theory.

	Needs	Description	Examples of how managers can help people satisfy these Needs at Work
Highest-level Needs	Growth needs	The needs for self-development and creative and productive work.	By allowing people to continually improve their skills and abilities and energy in meaningful work.
	Relatedness Needs	The needs to have good interpersonal relations, to share thoughts and feelings, and to have open two-way communication.	By promoting good interpersonal relations and by providing accurate feedback.
Lowest-level needs	Existence Needs	Basic needs for food, water, clothing, shelter, and a secure and safe environment.	By promoting enough pay to provide for the basic necessities of life and safe working conditions.
As lower-level needs are satisfied, a person is motivated to satisfy higher-level needs. When a person is unable to satisfy higher-level needs (or is frustrated), motivation to satisfy lower-level needs increases.			

Source: Jones, G.R. and George, J.M. (2003) *Contemporary Management*, New York: McGraw-Hill Higher Education.

Adopting an approach different from Maslow's and Alderfer's, Frederick Herzberg (1996) focused on two factors: (1) outcomes that can lead to high levels of motivation and job satisfaction and (2) outcomes that can prevent people from being dissatisfied. According to Herzberg's motivation-hygiene theory, people have two sets of needs or requirements: motivator needs and hygiene needs. Motivator needs are related to the nature of the work itself and how challenging it is. Outcomes such as interesting work, autonomy, responsibility, being able to grow and develop on the job, and a sense of accomplishment and achievement help to satisfy motivator needs. To have a highly motivated and satisfied workforce, Herzberg (1966) suggested that managers should take steps to ensure that employee's motivator needs are being met. Hygiene needs are related to the physical and physiological context in which the work is performed. Hygiene needs are satisfied by outcomes such as pleasant and comfortable working conditions, pay, job security, good relationships with co-workers, and effective supervision. According to Herzberg, when needs are not met, workers are dissatisfied, and when hygiene needs are met, workers are not dissatisfied. Satisfying hygiene needs, however, does not result in high level of motivation or even high levels of job satisfaction. For motivation and job satisfaction to be high, motivator needs must be met. Many research studies have tested Herzberg's propositions, and, by and large, the theory fails to receive support (King, 1970; Locke, 1976). Nevertheless, Herzberg's formulations have contributed to the understanding of motivation in at least two ways. First, Herzberg helped to focus researchers' and managers' attention on the important distinction between intrinsic motivation (related to motivator needs) and extrinsic motivation (related to hygiene needs). Second, his theory prompted researchers and managers to study how jobs could be designed or redesigned so that they are intrinsically motivating.

Table 2: Herzberg's Motivator-Hygiene Factors

Hygiene factors	Definitions	Motivators	Why they work
<ul style="list-style-type: none"> ▪ Salary and Benefits. 	<p>These include basic income, fringe benefits, bonuses, holidays, company car, and similar items.</p>	<ul style="list-style-type: none"> ▪ Achievement 	<p>Reaching or exceeding task objectives is practically important because the “onwards-and-upwards” urge to achieve is a basic human drive. It is one of the most powerful motivators and a great source or satisfaction.</p>
<ul style="list-style-type: none"> ▪ Working conditions 	<p>These conditions include working hours, work place layout, facilities, and equipment provided for the job.</p>	<ul style="list-style-type: none"> ▪ Recognition 	<p>The acknowledgement of achievements by senior staff members is motivational because it helps to enhance self-esteem. For many staff members, recognition may be viewed as a reward in itself.</p>
<ul style="list-style-type: none"> ▪ Company policy 	<p>The company policy is the rules and regulations - formal and informal - that govern employers and employees</p>		
<ul style="list-style-type: none"> ▪ Status 	<p>A person's status is determined by their rank, authority, and relationship to others, reflecting a level of acceptance.</p>		
<ul style="list-style-type: none"> ▪ Job security 	<p>This is the degree of confidence that the employee has regarding continue employment in an organization.</p>	<ul style="list-style-type: none"> ▪ Job interest 	<p>A job that provides positive satisfying pleasure to individuals and groups will be a greater motivational force than a job that does not sustain interest. As far as possible, be matched to individual interest.</p>
<ul style="list-style-type: none"> ▪ Supervision and autonomy 	<p>This factor concerns the extent of control that an individual has over the content and execution of a job.</p>	<ul style="list-style-type: none"> ▪ Responsibility 	<p>The opportunity to exercise authority and power may demand leadership skills, risk-taking, decision-making, and self-direction, all of which range self-esteem, and are strong motivators.</p>
<ul style="list-style-type: none"> ▪ Office life 	<p>This is the level of interpersonal relations within the individual's working environment.</p>		
<ul style="list-style-type: none"> ▪ Personal life 	<p>An individual's personal life is the time spent on family, friends, and interests, restricted by time spent at work.</p>	<ul style="list-style-type: none"> ▪ Advancement 	<p>Promotion, progress, and rising rewards for achievement are important here. Possibly the main motivator, however, is the feeling that advancement is possible. Be honest about promotion prospects and the likely timescale involved.</p>

Source: Uduji, J.I. (2013) “Hygiene Factors: the foundations for Heightening the Marketing Executives Motivation in the Banking Industry in Nigeria” *European Journal of Business and Management*, 5(15): 68-75.

Psychologist David McClelland also identified a number of basic needs that guide people. The most important needs for managers, according to McClelland (1985), are the needs for achievement, affiliation, and power. The need for achievement is the extent to which an individual has a strong desire to perform challenging tasks well and to meet personal standards for excellence. According to McClelland (1978), people with a high need for achievement often set clear goals for themselves and like to receive performance feedback. The need for affiliation is the extent to which an individual is concerned about establishing and maintaining good interpersonal relations, being liked, and having other people around them get along with each other (1985). The

need for power is the extent to which an individual desires to control or influence others (McClelland and Burnham, 1976). One particular controversial part of this theory is that a high need for achievement in a national population is necessary to launch and sustain a high level of economic development (Stahl, 1983). However, empirical data suggest that a high achievement need is not universal among industrial nations (Stajkoric and Luthan 1997). While each of these needs is present in individuals to some degree, their importance in the workplace depends upon the position one occupies. For example, research suggests that high needs for achievement and for power are assets for first-line and middle managers, and that a high need for power is especially important for upper managers (Winter, 1973). Clearly, more needs motivate workers than the need described by these for theories that have been reviewed. For example, more and more workers are feeling the need for work-life balance and time to take care of their loved ones while simultaneously being highly motivated at work. Interestingly, enough recent research suggests that being exposed to nature has many salutary effects and a lack of such exposure can actually improve well-being and performance (Luthan and Kreitner, 1985). So, in summary, need theories suggests that to motivate their workforce, managers should determine what needs people are trying to satisfy in organizations and then ensure that people receive outcomes that satisfy needs when they perform at a high level and contribute to organizational effectiveness. Hence, this study was examined in the light of the need theories that have been reviewed.

Research Methodology

The population of the study is made up of the marketing executives in selected banks in Nigeria. A sample size of 303 marketing executives was determined using the finite multiplier, where:

$$\text{Sample Size} = \text{Sample Size Formula} = X \sqrt{\frac{N-n}{N-1}}$$

Hence:

$$\begin{aligned} n &= \frac{z^2 (Pq)}{e^2} \\ &= \frac{1.96^2 (50 \times 50)}{5^2} \\ &= \frac{3.84 (2500)}{25} \\ &= \frac{1600}{25} \end{aligned}$$

Now, applying the finite multiplier

$$\begin{aligned} n &= 384 \times \sqrt{\frac{N-n}{N-1}} \\ &= 384 \times \sqrt{\frac{1000-384}{1000-1}} \\ &= 384 \times \sqrt{\frac{616}{999}} \\ &= 384 \times .79 \\ &= 303 \end{aligned}$$

Data Analysis and Presentation

Scale:

Definitely Disagree (DD)	-	1
Generally Disagree (GD)	-	2
Somewhat Disagree (SA)	-	3
Generally Agree (GA)	-	4
Definitely Agree (DA)	-	5

Table 3: Information as an Important Need of Marketing Executives

Question	DD (%)	GD (%)	SA (%)	GA (%)	DA (%)	Mean	Std. Dev.
Information about what is happening in the workplace will help in cultivating and in maintaining mutually satisfactory relationship between the manager and the marketing executives in Nigerian banks.	54 (17.8)	45 (14.9)	33 (10.9)	102 (33.7)	69 (22.8)	3.29	1.43
To be well informed about what is happening in the workplace will culture the marketing executive's loyalty to the bank in Nigeria.	30 (9.9)	30 (9.9)	42 (13.9)	133 (43.9)	68 (22.4)	3.59	1.22
Recognition, which could be expressed in giving the marketing executive information about his work have a high place in the Nigerian cultural values for motivation at collective work systems in Nigerian banks.	18 (5.9)	26 (8.6)	32 (10.6)	180 (59.4)	47 (15.5)	3.70	1.03
Overall Mean						3.53	

Source: Field survey, 2014.

Respondents' responses presented in table 3 reveals that the respondents are of the view that information about what is happening in the workplace will help in cultivating and in maintaining mutually satisfactory relationship between the manager and the marketing executives in Nigerian banks. This is reflected in their responses in which 54 (17.8%) respondents definitely disagreed, 45 (14.9%) respondents generally disagreed, 33 (10.9%) respondents somewhat agreed, 102 (33.7%) respondents generally agreed and 69 (22.8%) respondents definitely agreed as well as the mean response score of 3.29.

From the respondents' responses it is gathered that to be well informed about what is happening in the workplace will culture the marketing executive's loyalty to the bank in Nigeria. This opinion is captured in their responses which showed 30 (9.9%) respondents definitely disagreeing with this, another 30 (9.9%) respondents generally disagreeing with this, 42 (13.9%) respondents somewhat agreeing with this, 133 (43.9%) respondents generally agreeing with this and 68 (22.4%) respondents definitely agreeing with this as well as a mean response of 3.59.

The respondents agree that recognition, which could be expressed in giving the marketing executive information about his work may have a high place in the Nigerian cultural values for motivation at collective work systems in Nigerian banks. This assertion is reflected in their responses where 18 (5.9%) respondents definitely disagreed, 26 (8.6%) respondents generally disagreed, 32 (10.6%) respondents somewhat agreed, 180 (59.4%) respondents generally agreed and 47 (15.5%) respondents definitely agreed as well as the mean response score of 3.70.

With an overall mean response score of 3.53 the respondents agree that information about what is happenings in workplace is an important need of marketing executives in Nigerian banks.

Test of Hypothesis

The research hypothesis states that *information about what is happening around the workplace is not one of the most important needs of marketing executives in Nigerian banks, as it does not help in cultivating and maintaining mutually satisfactory relationship between the manager and the subordinates.*

Using the data presented in table 3 above, the Univariate Analysis of Variance was used in testing this hypothesis. The results are presented below.

Table 4: Between-Subjects Factors

		Value Label	N
Q1	1.00	definitely disagree	54
	2.00	generally disagree	45
	3.00	somewhat disagree	33
	4.00	generally agree	102
	5.00	definitely agree	69
Q3	1.00	definitely disagree	18
	2.00	generally disagree	26
	3.00	somewhat disagree	32
	4.00	generally agree	180
	5.00	definitely agree	47

Source: Field survey, 2014.

Table 5: Descriptive Statistics (Dependent Variable:Q2)

Q1	Q3	Mean	Std. Deviation	N
definitely disagree	definitely disagree	1.0000	.00000	18
	generally disagree	1.5385	.50839	26
	somewhat disagree	2.0000	.00000	10
	Total	1.4444	.50157	54
generally disagree	somewhat disagree	2.7273	.45584	22
	generally agree	3.0000	.00000	23
	Total	2.8667	.34378	45
somewhat disagree	generally agree	4.0000	.00000	33
	Total	4.0000	.00000	33
generally agree	generally agree	4.3431	.53575	102
	Total	4.3431	.53575	102
definitely agree	generally agree	5.0000	.00000	22
	definitely agree	4.1702	.37988	47
	Total	4.4348	.49936	69
Total	definitely disagree	1.0000	.00000	18
	generally disagree	1.5385	.50839	26
	somewhat disagree	2.5000	.50800	32
	generally agree	4.1889	.66676	180
	definitely agree	4.1702	.37988	47
	Total	3.5908	1.21967	303

Source: Field survey, 2014.

Table 6: Levene's Test of Equality of Error Variances^a (Dependent Variable:Q2)

F	df1	df2	Sig.
62.713	8	294	.000

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + p7a + p7c + p7a * p7c

Table 7: Tests of Between-Subjects Effects (Dependent Variable: Q2)

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	402.800 ^a	8	50.350	318.660	.000
Intercept	1956.068	1	1956.068	12379.730	.000
p7a	54.224	4	13.556	85.794	.000
p7c	18.026	4	4.507	28.522	.000
p7a * p7c	.000	0	.	.	.
Error	46.454	294	.158		
Total	4356.000	303			
Corrected Total	449.254	302			

a. R Squared = .897 (Adjusted R Squared = .894)

The result in table 6 shows an F-value of 62.713 ($p < 0.05$) for the Levene's Test of Equality of Error Variance. This result indicates that the error of variance of the dependent variable is equal across groups (responses to questions 1 and 3). This presents a similarity in results.

Also, as presented in table 7, the Tests of Between-Subjects Effects presents high F-values for the corrected model, intercept, and questions 1 and 3. With p-values < 0.05 , the results generated are not due to chance, thus are correct and significant. Also with r-square value of 0.897, a very strong relationship is established between question 2 of the research instrument and questions 1 and 3. Having adjusted r-squared value that is 0.894, it is determined that 89.4% of change is caused by the independent variable. Based on this, the null hypothesis is rejected. Hence, information about what is happening around the workplace is one of the most important needs of marketing executives in Nigerian banks, as it does help in cultivating and maintaining mutually satisfactory relationship between the manager and the subordinates.

Discussion of Research Finding

The broad finding of this indicates that to inspire marketing executives in Nigerian banks to work-individually or in groups-in ways that produce the best results, managers need to tap into their own personal motivational forces. The study further reveals that the art of motivating the marketing executives starts with learning how to influence their individual behavior, and once the bank managers understand this, he is more likely to gain the results that both the organization and its members want. However, as indicated in the problem statement of this study, Nigerian writer have discussed motivation and leadership especially from the viewpoint of what and how Nigerian workers could be motivated for more positive attitude to work and for greater efficiency and productivity. The question is discussed here from the background of the view expressed at the research problem of this study. That view states that culture which varies from country to country, and between communities determines the norms, beliefs, wants, expectations and behavior of people. It causes variation in the need contents and structure, between workers. Hence, the Nigerian writers question as to whether what is said to motivate workers in the advanced countries as given by the behavioral science theories on motivation and leadership does apply also to Nigerian workers. If briefly look into the review of these theories, it will be recalled that Taylor's theory of motivation was based on monetary incentives; Maslow suggested that needs were at five hierarchical levels and that lower needs when satisfied did not motivate. It is noted that Herzberg's two factor theory (hygiene factors and motivators) which were developed not only in an advanced economic environment but also with a sample of population for the study made up of people with reasonably high standard of satisfaction of the lower needs of Maslow's theory. So the finding by Herzberg may not have a general application even in developing countries. There is also Victor Vroom's Expectancy theory, Alderfer, and McClelland theories. Finally there is McGregor's theory X and theory Y which relate to leadership. The question is whether or not these theories are relevant to the Nigerian situation in general, and marketing executives in Nigerian bank in specific; and if so, how? Let us open the discussion with the result of this study which indicates that the needs of marketing executives in Nigerian banks are not entirely different from those of marketing executives elsewhere. The needs might be more basic, closer to Maslow's physiological, security and social needs than those of workers in developed countries. The findings further suggest that marketing executives' needs were not static but change according to developmental changes in the environment, and to individual development, which meant that needs change overtime and space. The findings show that one of the most important needs of marketing executives in Nigerian banks is information about what is happening in their organization. To be well informed they believed, help in cultivating and maintaining mutually satisfactory relationship between the bank manager and the marketing executives as it cultured their loyalty to the bank

work. There may be something serious about this finding; perhaps, it is the inadequate information flow downwards and upwards in most multinational firms that nursed up the nonchalant attitude among Nigerians. The need for information flow may be important in culture, but in a theoretical analysis, where would one place this need for information in the need structure? The answer may seem to be in the theoretical framework of this study.

The findings of this study also suggests that the marketing executives in Nigerian banks call for fair and adequate compensation as money is needed for gaining their desire outcomes and reduce stresses and anxieties of the present economy in the country. A way of supplementing this will be to provide good fringe benefits, safety measures and other factors that would give the marketing executives the feeling that Nigerian bank is a good place to work in. All these are within the embrace of Herzberg's hygiene factors. Another important finding of this study is the prospect of promotion factor, which is the first of the two higher psychological needs by Maslow's theory, Herzberg's motivation factors. In effect, marketing executives in Nigerian banks have similar needs as marketing executives in western countries, except that the information's need is overriding. The findings indicate some important barriers against the satisfaction of the needs of marketing executives in Nigerian banks. One of them, a job related factor, deemed to be generally frustrating to the marketing executives, is the unified pay structure, otherwise termed unconditional rewards operating in Nigerian banks. The system compensates every marketing executive along the same lines, whether she is competent or incompetent on the job, which is a denial of opportunity for recognition and self actualization. However, this could be traced back to the main problem in most of the Nigerian banks, namely, poor organizational design with its attendant absence of objectives and rationalized responsibility and authority relations because they are not based on principles for order and predictability. This submission implied that marketing executives in Nigerian banks are influence by the levels of needs that comes under Maslow's theory and supported by this investigation which sought to establish what needs struck the interest of marketing executives in Nigerian banks, and in what order. This finding shows that the needs of marketing executives in Nigerian banks could be ordered as follows: recognition, physiological expressed in good wages, and security. Recognition here could have the same implication as identified need for information, because recognition could express in giving the marketing executive information about his work. In this study, the junior marketing executives, whom we may look at as closest to the Nigerian traditional life system, ordered their need structure as outlined above, while the senior marketing executives' placed such physiological need as good wages highest-probably because in Nigeria, the extended family financial obligations increased as one ascended the economic and social ladder –and job security, promotion and good working conditions next in that order. What is worthy of note about this is that information and recognition needs had the same significance in terms of need structure. This means that recognition-the fourth need on Maslow's need hierarchy could be scored as basic to marketing executives in Nigerian banks. So, recognition may have a high place in the Nigerian cultural values for motivation at collective work systems. This is the cardinal finding of this study for Nigerian bank managers. All these findings seem to confirm that the motivation theories by behavioral scientists conform to the desires of marketing executives according to individual developmental levels, and according to the bank operational system. The Nigerian culture places emphasis on information and recognition over which some of the advanced countries drag their feet, is a fact that deserves serious attention in the search for a Nigerian motivation system for marketing executives in the banks.

When placed in the same job with the same compensation and incentive programs, different marketing executives are likely to be motivated to expand widely differing amount of efforts. This is because people with different personal characteristics have divergent perceptions of the links between effort and performance and between performance and rewards. They are also likely to have different valences for the rewards they might obtain through improved job performance. The personal characteristics that affect their motivation might include: (1) the individual's satisfaction with current rewards, (2) demographic variables, (3) job experience, and (4) psychological traits. However, is it possible to pay a marketing executive too much in Nigerian bank? After a marketing executive reaches a certain satisfactory level of compensation, does he or she lose interest in working to obtain still more money? Does the attainment of nonfinancial rewards similarly affect the marketing executive desire to earn more of those rewards? The basic issue underlying this question is whether a marketing executive's satisfaction with current rewards has any impact on the valence for more of those rewards or on the desire for different kinds of rewards. The relationship between satisfaction and the valence for rewards is different for rewards that satisfy lower-order needs (eg. pay and job security) than for those that satisfy higher-order needs (eg. promotions, recognition, opportunities for personal growth, self-fulfillment). Maslow's theory of need hierarchy, Herzberg's theory of motivation, and Alderfer's existence, relatedness, and growth theory, all suggest that lower-order rewards are valued most highly by marketing executives currently dissatisfied with attainment of those rewards. In other words, the more dissatisfied a marketing executive is with current pay, job security, recognition, and other rewards related to lower-order needs, the higher the valence he or she attaches to

increases in those rewards. In contrast, as marketing executives become more satisfied with their attainment of lower-order rewards the value of further increases in those rewards declines. The theories of Maslow, Herzberg, and Alderfer further suggest that higher order rewards are not valued highly by marketing executives until they are relatively satisfied with their lower-order rewards. The greater the marketing executive's satisfaction with lower –order rewards, the higher the valence of increased attainment of high-order rewards. Perhaps the most controversial aspect of Maslow's and Alderfer's theories for this study is the propositions that high-order rewards have increasingly marginal utility. The more satisfied a marketing executive is with the higher-order rewards he or she is receiving from the job, the higher the value he or she places on further increases in those rewards. The findings of this study have provided at least some support for this suggested relationship between satisfaction and the valence of lower-order and higher-order rewards. The evidence is equivocal and propositioning, particularly the idea that higher-order rewards have increasingly marginal utility, as not having been tested adequately. This study provides support for some, but not all, of the preceding hypotheses. This survey shows that marketing executive satisfied with current pay (a lower-order reward) had significantly lower valences for attaining more pay than those dissatisfied with current pay. Also, marketing executives satisfied with their overall attainment of higher valences for more of those rewards than those dissatisfied with the higher-order rewards. Marketing executives satisfied with their lower-order rewards, however, did not have significantly higher valences for high-order rewards, as the theories would predict

Demographic characteristics, such as age, family size, and education, can also affect a marketing executive's valence for rewards. At least, part of the reason for this is that Nigerians with different demographic characteristics are likely to have different levels of satisfaction with their current rewards. Although there is only limited empirical evidence from this study, with respect to marketing executives in this regard, some conclusion can be drawn from the traditional value of Nigerians. It is generally true that older, more experienced marketing executives obtain higher levels of lower-order rewards (eg. higher pay, handling main customer account) than newer members of the marketing executives. Thus, it could be expected that more experienced marketing executives are more satisfied with their lower-order rewards. Consequently, they also should have lower valence for lower-order rewards than younger and less experienced marketing executives. A marketing executive's satisfaction with the current level of lower-order rewards may also be influenced by the demands and responsibilities he or she must satisfy with those rewards. The marketing executive with a large family to support, for instance, is likely to be satisfied with a given level of financial compensation than the bachelor marketing executive. Consequently, the more family members a marketing executive must support, the higher the valence for more lower-order rewards and the lower the valence for higher-order rewards. Also, individuals with higher degrees (eg. MBA and M.Sc) are more likely to desire opportunities for personal growth, career advancement, and self-fulfillment than those with first degrees (eg. B.Sc and HND). Consequently, more educated marketing executives are likely to have higher valences for higher-order rewards. Further more, as an individual gain experience on a job, he or she is likely to gain a clearer idea of how expending effort on particular task affects performance. The experienced marketing executive is also likely to understand better how his or her managers evaluate performance and how particular types of performance are rewarded in Nigerian banks. Consequently, as suggested by the findings of this study, there is likely to be a positive relationship between the years of a marketing executive has spent on the job and the accuracy of his or her expectancy and instrumentality perceptions. In addition, the magnitude of marketing executive's expectancy perceptions may be affected by experience. As they gain experience, marketing executive has opportunities to sharpen marketing communication skills; and they gain confidence in their ability to perform successfully. As a result, experience marketing executives in Nigeria banks are likely to have larger expectancy estimates than inexperienced ones. Again a marketing executive's motivation in Nigerian bank also seems to be affected by psychological traits. The marketing executives with achievement needs are likely to have higher valences for such higher-order rewards as recognition, personal growth, and feeling of accomplishment. This is particularly true when they see their jobs as being relatively difficulty to perform successfully. And finally, a marketing executive's general feeling of self-esteem and perceived competence and ability to perform job activities (task-specific self-esteem) are both positively related to the magnitude of expectancy estimates. Since such marketing executives believe they have the knowledge and abilities to perform, they are likely to see a strong relationship between effort expended and good performance. Also, marketing executives with high levels of self-esteem are likely to attach greater importance to, and receive more satisfaction from good performance. Consequently, such marketing executives probably have higher valences for the higher-order, intrinsic rewards attained from successful job performance.

Conclusion and Recommendations

The major finding of this study indicates that information about what is happening around the workplace is one of the most important needs of marketing executives in Nigerian banks, as it does help in cultivating and

maintaining mutually satisfactory relationship between the manager and the subordinates. The findings suggest that the needs of marketing executives in Nigerian banks are not entirely different from those of their counterpart elsewhere in the world. Their needs might be more basic, closer to Maslow's physiological, security and social needs than those of marketing executives in developed countries. The findings further suggest that marketing executive's needs are not static but change according to developmental changes in the environment, and to individual development, which indicate that needs change overtime and space. Management policies and programs concerning higher-order rewards, such as recognition and promotion, can influence the desirability of such rewards in the marketing executives' mind. Marketing executives in Nigerian banks who feel that they are well-influenced in their workplace are likely to have a clearer understanding of how to perform their jobs and how performance will be rewarded. The study further reveals that the prevailing management practice in Nigerian banks is that many managers see goal-setting as the prerogative of the boss. Few managers make the effort to consult the marketing executives, not to mention allowing the marketing executives to take initiative in the goal/target setting. Therefore, because the marketing executives see the goals/targets as set 'in air-conditioned rooms' without taking 'grass-root' problems into consideration, they tend to view such goals/targets with indifference, if not outright hostility. It was also discovered in the study that many Nigerian banks do not make serious efforts to communicate their overall objectives to their managers down the line. In similar manner, many managers are content with just telling their marketing executives what to do without showing them how their performance contributes to the achievement of their bank branch. As a result of inadequate communication of objectives and improper orientation, marketing executives have divergent perception of the objective of the bank. Therefore, for effective management of marketing executives in Nigerian banks, management should identify the fundamental values of Nigerians, in order to condition their managerial approach. These values should include:

1. Emphasis on the flow of information from the bottom up in managing the marketing executives
2. Making top management the facilitator of decision-making rather than the issuers of edicts and decrees in managing the marketing executives.
3. Using middle managers of the bank as the impetus for, and shaper of solutions to the problem of the marketing executives.
4. Stressing consensus as the way of making decisions in managing the marketing executives.
5. Paying close attentions to the personal well-being of the marketing executives, as they spend most of their time by themselves calling on bank customers and traveling between main accounts, often away from any kind of support from their peers, feel isolated and detached from their air-conditioned offices.

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