

**EFFECT OF EMPLOYEE MOTIVATION ON ORGANIZATIONAL  
PRODUCTIVITY**

**(A Study of May & Baker Plc, Ota, Ogun State, Nigeria)**

**BY**

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**BEING A MASTERS THESIS SUBMITTED TO THE DEPARTMENT OF  
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ADMINISTRATION**

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## **DECLARATION**

I hereby declare that this project report is based on a study undertaken by AJALIE STANLEY NWANNEBUIFE of the Department of Business Management, College of Development Studies of Covenant University under the supervision of DR., OLALEKE OGUNNAIKE. This project report has not been elsewhere for the award of any degree. The ideas and views of this research project are products of the research conducted by me. Where the ideas and views of other researchers have been expressed, they have been duly acknowledged.

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## ACCEPTANCE

This is to attest that this dissertation is accepted in partial fulfillment of the requirements for the award of a Masters degree (M.Sc) in Business Administration in the department of Business Management, College of Business and Social Sciences, Covenant University.

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# CERTIFICATION

This is to certify that this research work titled Effects of Employee Motivation on Organizational Productivity: A study of May & Baker Plc was undertaken by AJALIE STANLEY NWANNEBUIFE with matriculation number 15PAB00974 under the supervision of Dr. OGUNNAIKE OLALEKE and submitted to the Department of Business Management of the College of Development Studies, Covenant University, Ota.

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**Signature and Date**

## **DEDICATION**

This research is dedicated to God Almighty the Source of all Knowledge, the Author and the Finisher of my Faith and also to my parents.

## ACKNOWLEDGEMENTS

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## ABSTRACT

The issue of motivation has continually posed a big challenge to business organizations around the globe especially in the manufacturing industries where high levels of productivity affect or play a major role in determining the profitability, growth, development, stability and future success of an organization. Therefore an organization in a bid to achieve success in maintaining a competitive edge over its rival as well as avoid a steady decline in the productivity levels of its employees, must ensure members of the workforce are adequately motivated. The primary purpose of this study is to examine the effect of employee motivation on organizational productivity. This study adopted a descriptive and causal research design as well as the survey method in investigating the effects of motivation on organizational productivity levels. The entire population of the study was 475 as a result the sample size determined is 217. A well-structured self-administered questionnaire was used as the main tool for data collection and was administered to 217 respondents out of which 185 were retrieved and appropriately filled. Reliability of the research instrument was calculated and the Cronbach's alpha coefficient was 0.868. Data were analyzed using multiple regression analysis. From the hypotheses tested, the result indicated that there is a significant relationship between employee motivation and organizational productivity. Findings also revealed that 35.8% of the variations in productivity can be explained by employee motivation in the organization used as a study in this research. The results also revealed that extrinsic factors were considered to have more significant effects on organizational productivity than intrinsic factors. The study concluded that although both intrinsic and extrinsic factors are significant predictors of productivity, extrinsic factors appear to be more significant or valued by respondents in the organization used as a study. Furthermore this study also recommended that management of organizations should take appropriate measures in figuring out those factors that motivate their employees and seek ways of ensuring that they are adequately motivated in order to improve their performance and productivity levels. Finally the study also suggested that future studies should focus on other industries apart from the pharmaceutical manufacturing sector.

**KEYWORDS:** Motivation, Productivity, Organization, Employees.



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# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

Generally most businesses, organizations and their managers are faced with numerous challenges. One of such challenges is in the area of management which refers to the utilization of resources effectively and efficiently in order to achieve an organizations goals and objectives. Some of these managerial challenges are obvious in matters concerning employees such as reimbursement, recruitment, performance management, training and career development, health and safety, benefits, motivation and administration amongst others. The human resource is the most vital of all resources among other factors of production and the human capital is what distinguishes one organization from the other (Maimuna & Rashad, 2013). Therefore, for organizations to survive and remain relevant and competitive, it is essential for them to be able to entice and maintain efficient and effective employees in a bid to enhance productivity (Sunia, 2014). This study however is centered on the aspect of motivation and focuses on the effects of employee motivation on organizational productivity.

Hellriegel (1996) viewed motivation as any influence that portray, direct, or maintain people's goal directed behaviors. It refers to the driving force that makes an individual to act in a specific way. It is an inner drive that causes an individual to behave in a certain manner. The goal of most organizations is to improve productivity therefore factors of motivation play significant roles in improving employee job satisfaction levels. This will in turn aid in improving an organization's productivity levels.

Employees make up the workforce of any organization as such they are an integral part of the organization. Aluko (2014), stated that an organization is only as good as the workforce that runs the organization. This is to say that when employees are motivated chances are that their morale would be high as such performance and productivity levels would increase thereby to a large extent boosting overall organizational performance level. In order to achieve high levels of productivity as such boost organizational performance or productivity, managers therefore need to continually seek ways of ensuring that their employees stay motivated. This is because a lack of employee

motivation leads to reduced productivity which is harmful to organizational performance and continuous success.

Jennifer and George (2006) defined employee productivity as the level of effort put forth by the workforce of an organization towards achieving organizational goals and objectives. There are several ways by which a workforce can be motivated so as to enhance organizational productivity. George and Jones (2012) states that motivation can be categorized into two classes namely intrinsic and extrinsic. Intrinsic motivation arises from an employee's internal cravings to execute a task out of self-interest rather than a need or wish for some external reward. External motivation is the type of motivation that arises when an employee is compelled to act in a specific way either as a result of that employee's desires for external rewards or to avoid punishment.

Extrinsic motivation also helps boost an employee's effectiveness and efficiency levels. This is because certain external factors such as adequate compensation, work environment as well as training and career development appeal to employees as such are essential in inspiring them to resourcefully and successfully discharge their duties. An organization that fails to provide a conducive work environment, compensate its workforce adequately, create room for proper training and career advancement is at risk of having a demotivated workforce. This means that such a workforce being demoralized would fail to effectively and efficiently discharge their duties leading to low performance and productivity levels (Nwachukwu, 2004). This study therefore focuses on showing the effects of motivation on organizational productivity.

## **1.2 Statement of the Problem**

James (2014) cited three warning signs of a demotivated workforce these include poor workplace atmosphere, slipping job standards and decreased productivity. He further stated that if any of these factors is observed to be trending downwards then there is a great chance that the organization is dealing with a demotivated workforce. Most businesses and organizations especially manufacturing industries have failed to recognize the importance of motivation as a concept be it intrinsic such as employee well-being, relationship with co-workers, relationship with managers, organizational policies etc. or extrinsic such as training and career development, good working conditions, compensation, promotion amongst other factors that enhance or improve employee performance as well as organizational productivity levels.

This in turn has continued to represent major managerial concerns for decades as employee productivity levels has relatively declined which has been acknowledged as a subject of growing concern in the aspect of business and management research (Akerele, 2001). Although a lot of factors may also be responsible or even cause a decline in productivity such as poor strategic and structural changes in decisions and executions, lack of infrastructure, leadership styles and organizational culture amongst others. Contemporary investigations that connects the concept of workforce motivation and productivity has laid an emphasis on employee perspective, needs and expectations as factors affecting their performance and productivity levels respectively. As such investigating those factors of importance to employees in the discharge of their duties at work has taken a new dimension.

Motivation through factors such as employee wellbeing, adequate compensation, promotion, good relationships with co-workers and relationships with managers can enhance an employee's level of effectiveness and efficiency in the workplace. This is because good relationships with co-workers promote unity and gives the employee a sense of belonging and acceptance which in turn boosts employee performance and productivity levels. Employees who enjoy such relationships both within and outside the work environment tend to be more effective and efficient as such very productive in discharging their duties. Therefore organizations should promote harmony amongst employees by organizing social functions in a bid to bring employees together (Jibowo, 2007).

Therefore an organization's best strategy is to provide suitable work environs that allow their workforce to meet or exceed expectations as well as offer a range of motivators to improve enthusiasm, performance and productivity levels.

### **1.3 Objectives of the Study**

The primary objective of this study is to acquire a deeper comprehension of how employee motivation affect performance of workers in manufacturing organizations as well as recognize the effects on organizational productivity. This research therefore seeks to:

- i. Determine the effect of employee well-being on the level of effectiveness of the workers.
- ii. Determine the effect of employee relationship with managers on the level of efficiency of the workers.
- iii. Examine the effect of compensation on the level of effectiveness of the workers.



- iv. Examine the effect of training and career development on the level of efficiency of the workers.
- v. Determine the influence of employee motivation on organizational productivity.

#### **1.4 Research Questions**

- i. What effect does employee well-being have on the level of effectiveness of workers?
- ii. How does employee relationship with managers affect the level of efficiency of the workers?
- iii. What effect does compensation have on the level of effectiveness of the worker?
- iv. How does training and career development affect the level of efficiency of a worker?
- v. What influence does employee motivation have on organizational productivity?

#### **1.5 Research Hypotheses**

- i. Employee well-being has no significant effect on the level of effectiveness of the worker
- ii. Employee relationship with managers have no significant effect on the level of efficiency of the worker
- iii. Compensation has no significant effect on the level of effectiveness of the worker
- iv. Training and career development has no significant effect on the level of efficiency of the worker
- v. Employee motivation does not influence organizational productivity

#### **1.6 Significance of the Study**

For this study not to be an effort in futility, it has to be useful to a number of people and institutions among which are;

- i. **Organizations:** The aim of this study is that the outcomes, results or findings should be beneficial to business owners, managers and organizations especially in the locality where this study is being conducted. This is to enable them understand the concept of motivation and its effect on productivity. It also gives an insight to managers and business owners on the importance of knowing their employees and ensuring adequate motivation in their organizations.

- ii. **Research Institutions:** This study is also relevant to research bodies and institutions in the nation as a whole because findings would also be relevant to students and users of information in conducting further research in areas similar to this study.
- iii. **Government Agencies:** This research is also of paramount importance because it would aid government agencies in making and implementing policies that would enhance the stability, growth and development of businesses throughout the region in matters concerning organizational productivity by seeking ways ensure that employees are adequately motivated in their various organizations thereby increasing overall productivity and performance levels.

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

The scope of this study is limited to a selected pharmaceutical manufacturing organization (May & Baker Plc) in Ota, Ado-Odo Local Government Area in Ota, Ogun State, Nigeria where the study is being conducted. This study examines employee motivation and its resulting effects on the organization's productivity levels. The pharmaceutical industry is being considered because research has not been done on this area prior to now. May & Baker Plc was selected because it is the first pharmaceutical company in Nigeria and is one of the fastest growing pharmaceutical companies currently situated in Lagos and Ogun state.

### **1.8 Limitations of the Study**

The demanding schedule of respondents at work made it very difficult getting the respondents to participate in the survey. As a result, retrieving copies of questionnaire in timely fashion was very challenging. Also, the researcher is a postgraduate (student) and therefore has limited time as well as resources in covering extensive literature available in conducting this research. Information provided by the researcher may not hold true for all businesses or organizations but is restricted to the selected organization used as a study in this research especially in Ota the locality where this study is being conducted. Finally, the researcher is restricted only to the evidence provided by the participants in the research and therefore cannot determine the reliability and accuracy of the information provided.

## **1.9 Operationalization of Research Variables**

This study consists of two variables, employee motivation and organizational productivity, being the independent and dependent variables respectively. The relationship between the two variables can be mathematically represented as follows:

$$Y=f(X)$$

Where:

Y= dependent variable = Organizational Productivity

$f$ = Function

X = Independent variable = Employee Motivation (Intrinsic and Extrinsic)

### **X= Employee Motivation**

#### **Intrinsic**

$x_1$ = Employee Well-being

$x_2$ = Employee Relationship with Co-workers

$x_3$ = Employee Relationship with Managers

#### **Extrinsic**

$x_4$ = Training and Career Development

$x_5$ = Compensation

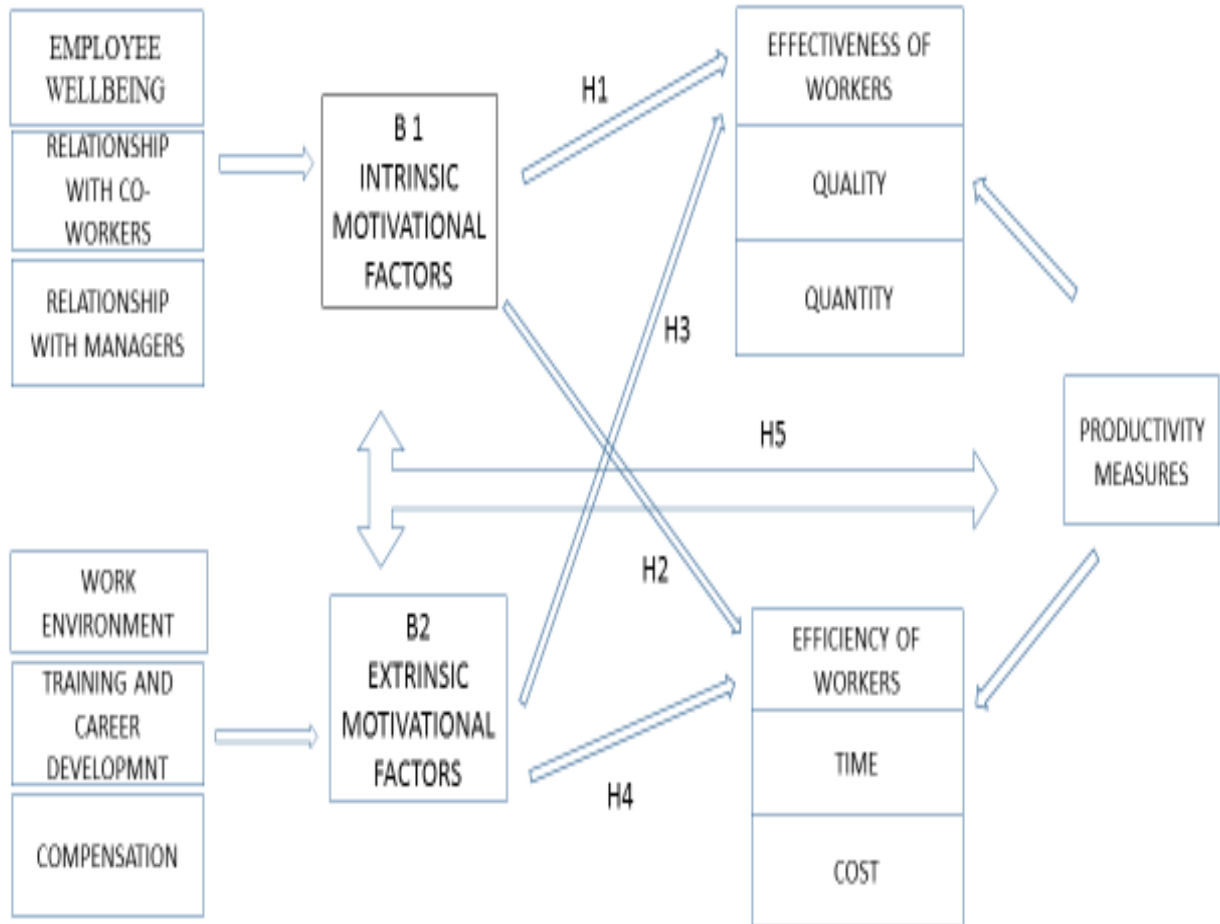
$x_6$ = Work Environment

### **Y= Organizational Productivity**

$y_1$ = Effectiveness

$y_2$ = Efficiency

## 1.10 Schematic Model of the Study



Source: Adopted from Estes & Polnick (2012)

**Figure 1: Schematic Model of the Study**

The above diagram represents the schematic model of the study illustrating both the independent and dependent variables used in the study; where H represents the various hypotheses tested in the course of this study.

## 1.11 Definition of Terms

**Motivation:** refers to what stimulates and guides human behaviors and how these behaviors are sustained to attain a specific goal.

**Employees:** Employees are people who are hired working under contract in an organization, they are referred to as the workforce of an organization.

**Productivity:** A summary measure of the quantity and quality of work performance, with resource deployment taken into account. It can be measured at individual, group or organizational levels.

**Employee Productivity:** is the rate at which employees effectively and efficiently discharge their duties.

**Organizational Productivity:** A measure of how efficiently and effectively managers use resources to achieve organizational goals.

**Effectiveness:** refers to a measure of how well workers productivity levels meet set goals and objectives of the organization.

**Employee Effectiveness:** is a qualitative characteristic that indicates the extent to which job related issues are addressed and the magnitude at which predetermined goals and objectives are achieved by an employee.

**Efficiency:** can be derived from the relationship between inputs and outputs, and refers principally to the degree at which outputs are realized while minimizing costs associated with production.

**Employee Efficiency:** refers to the ability of an employee to do what is actually produced or performed with the same consumption of resources

# **CHAPTER TWO**

## **LITERATURE REVIEW**

### **Introduction**

This chapter shall extensively examine literatures that are associated and significant to the subject of this study. The review covers the concepts, empirical and theoretical explanations required to facilitate a complete examination and comprehension of the research. It provides an insight of other people's thoughts and opinions on the effects of motivation on employees and how it affects their productivity levels.

### **2.1 Conceptual Framework**

#### **2.1.1 Motivation**

What is Motivation? James and Stoner (2009) Suggested that motivation can be seen as those psychological characteristics of humans that contribute to an individual's level of commitment towards a goal. It comprises several elements that causes, directs, and sustains an individual's behavior in a specific way. He went further to say that motivation is one of a number of elements that affect an organization's productivity and performance levels respectively.

Jennifer and George (2006) defined motivation as a mental force that governs the direction of an individual's behavior in an organization, an individual's level of effort, and an individual's level of determination when faced with obstacles. In addition she stated that even with appropriate strategies and administrative structures in place, an organization can only be productive if its employees are sufficiently motivated to perform at higher levels.

Hellriegel (1996) viewed motivation as any impact that brings out, guides, or sustains a person's goal-directed behaviors. Ivancevich (1994) Suggested that motivation refers to those set of forces that triggers certain behaviors and regulates its form, course, intensity and duration. Obikeze (2005) viewed motivation as the process of guiding an employee's actions towards a particular end via the manipulation of rewards.

Kreitner (1995) described motivation as the mental process giving behaviors the will-power, drive, and tendency to act in a certain way in order to attain certain unsatisfied needs. Young (2000) also

suggested that motivation could be defined in relation to forces within employees that justifies the levels, directions, and resolution as regards efforts they expend in the workplace. George and Jones (2012) termed work motivation as self- induced forces that control the directions and behavioral patterns of the workforce in an organization taking into account their levels of commitment and enthusiasm towards the successful accomplishment of set goals.

Berelson and Staines (2003) opined that motivation is an inner state that inspires actions as well as direct and channel behavior towards a goal. Guay, Chanal, Ratelle, Marsh, Larose & Boivin (2010) argued that motivation deals with “the motives underlying behaviors”. In addition, (Broussard & Garrison, 2004) defined motivation simply as “those elements that pushes an individual to act or not to act”.

Beach (2005) described motivation as the individual’s readiness to expend energy so as to accomplish set goals. He is of the opinion that motivation relates to a person’s enthusiasm for specific patterns or behaviors. Also he further stated that the ambitions, needs and wants of a person may influence, direct and control their attitude. Davies (2005) suggested that the concept of motivation entails what goes on inside a person that results certain behaviors. As regards organizations, he stresses that an absence of motivation is reason enough for a worker not to attain gratification from the work.

Agbeto (2002) also stated that motivation is anything that moves an individual towards a specific goal. Furthermore Koontz (2008) argued that motivation as a term is applicable to the drive, yearnings, needs and wishes of a person. From the above definitions it can be said that motivation as a whole, is more or less fundamentally concerned with those forces or elements that triggers certain human actions or behaviors. It can also be deduced that creating a work place environment in which adequate motivation is sustained has a positive impact on employee performance. This is because employee motivation is the core of the field of an organization’s behavior and a high level of motivation encourages employees to be highly productive and perform better at their jobs. However creating such an environment still poses a challenge to managers and organizations as a whole. This problem may be based on the fact that an organization’s productivity levels increase as the level of employee motivation rises.

### **2.1.2 Types of Motivation**

Lin (2007) proposed that motivation can either be intrinsic or extrinsic. In the workplace as well as other settings, motivation is often classified as being naturally extrinsic or intrinsic (Martocchio, 2006). Lin, 2007; Ryan & Deci (2000) also identified several classes of motivation namely; extrinsic and intrinsic motivation.

Intrinsic motivation: can be referred to as motivation derived from within the individual or from the activity itself, it can be said to have an affirmative outcome on the conduct, performance and well-being of an individual (Ryan & Deci, 2000).

In the workplace, it springs from impulses that are characteristic of the work itself. It is what workers derive because of their success in completing a task. Such Intrinsically motivated rewards comprises the chance to showcase expertise and abilities, receive gratitude, good recognition, freedom, responsibility and mutual respect. A worker that is inherently inspired, according to George and Jones (2012) would be devoted to his job for as long as he believes the job is able to satisfy his wants. Intrinsically driven work conduct are behaviors performed for one's own sake, that is, the inspiration to work emanates from within the individual. Here the worker is motivated because he derives happiness in doing the job.

For instance, a domestic worker in an organization whose pay is quite low compared to other workers cleans the surroundings every time and even put in extra hours to clean not because of an increase in pay but because of the happiness derived in doing it. Such a motivation originates from rewards that are considered inherent to a job or activity itself such as the pleasure an individual derives from a game of chess or the love of playing soccer. Therefore when an individual engages in activities without any apparent inducements with the exception of the activity itself such an individual is said to be motivated intrinsically.

On the other hand extrinsic motivated behaviors are those that are external to the activity or the work, such as compensation, conditions of work, welfares, safety, and elevation etc. these motivators are usually determined by the company the individual works for. Extrinsic behaviors require workers to work hard or put in extra hours so as to get the reward that comes with it. Workers may not like the task but are inspired by the additional benefits, awards etc. It is a behavior that is put up to obtain substantial or social rewards and to evade chastisement. For instance, a



receiver in a guesthouse is aware that working hard and diligently would bring about additional benefits and even promotion may not be happy putting in extra hours but the incentive forces him/her to work harder. George and Jones (2012) an extrinsically inspired individual will be dedicated for as long as external rewards are available.

For example, good pay has been perceived over time to be an effective strategy businesses utilize to motivate their workforce to perform thereby improving organizational performance. Also, most employers of labor have understood the point that for businesses to contend well in a business setting, the performance of their workforce is very essential and crucial in influencing the result in terms of the success of the business. Hence, it can be presumed that the performance of a workforce is not only key to the progress, solidity and enlargement of the business alone but also for personal advancement of the workforce as a whole.

Motivation that is considered extrinsic stems from outside of the performer. Money can be said to be the greatest example, nevertheless coercion and the fear of punishment are also common extrinsic motivations. In various organizations, Competition is seen as extrinsic since it encourages the performers to win and outwit their rivals, rather than appreciate the intrinsic rewards associated with the activity. However it is also imperative to note that extrinsic rewards may result in over justification and a later a decrease in intrinsic motivation.

The universal difference between intrinsic and extrinsic motivation is that whereas intrinsic motivation is triggered by internal forces or those within oneself, extrinsic motivation is determined by external forces (Giancola, 2014).

### **2.1.3 Intrinsic Motivational Factors**

Although there are various forms of intrinsic motivation, this study focuses on an employee's wellbeing, employee's relationship with co-workers as well as their managers as factors that may influence an employee's productivity levels in an organization. Intrinsic motivation, derived from within an individual or from the nature of the work itself, positively influences behavior, wellbeing and productivity (Ryan & Deci, 2000). These factors are discussed below;

### **2.1.3.1 Employee Well-being**

The concept of employee's well-being in most organizations has become a thing of great interest in recent years. In today's world, the increasing reliance on overall market forces places a considerable load on salary earners and those of working age as regards delivery of goods and services. Consequently this has adversely affected the health, safety and general wellbeing of the workforce. Therefore the well-being of a workforce cannot be underestimated as workers also have similar needs be it physical or emotional. These needs may vary ranging from welfare, security, health and a sense that they are capable of coping with life. Employees now look to their organizations for assistance in achieving this because a significant amount of their time and lives are expended at work. Most business establishments around the globe understand the necessity for a healthy workforce as they are crucial in enhancing an organization's productivity levels and fiscal performance. As such, most organizations take giant strides in a bid to improve the welfare of their workforces by implementing several health and productivity programs that is aimed at promoting the well-being of their workforce.

Well-being is defined as a concept that encompasses physical, financial and psychological health, as well as a personal connection and a sense of belonging and not just the absence of an ailment or injury. It is an extensive ideology that takes cognizance of the individual as a whole as regards the physical and mental states of a person (Lu, Cooper & Lin, 2013).

Finally, for health and well-being programs to be successful an organization must be able to relate effectively with their workforce and ensure that matters of great concern that may be termed personal to staff and their relations are catered for. Some of these matters may include their welfare packages, health-related behaviors, present and eventual monetary state of affairs as well as their experiences in the place of work. It is imperative to note that the attitude of a workforce provides several clues on how to obtain the best returns on health and productivity investments. Baase (2009) stated that there are proofs showing that the health and wellbeing of an organization's labor force is inseparably associated with their levels of productivity as well as the health of the nation's economy. As such employers of labour are also very much aware of the importance of wellbeing programs and are concerned with seeking out better ways to improve employee wellbeing through various health protection and promotion benefit programs.

Most organizations even allow staff to take several days off due to illness without being deprived of their pay. Some even compensate members of their work force for not taking sick leave by giving them additional pay (Mathis, 2003). Shellengarger (2001), also agreed that managers give their workers paid time off, free lunch and relaxation times, vacations, leave etc. This is done with a view to ensure that workers stay healthy and motivated thereby increasing their levels of effectiveness and efficiency in the workplace resulting in high productivity.

### **2.1.3.2 Relationship with Co-workers**

An employee's relationship with co-workers describes the associations that exist between workers of equal levels on the hierarchy in an organization without any form of authority over one another. Workers who enjoy great support from their co-workers are highly industrious and find their workplace friendly. Cummins (2010) stated that employees who have a decent affiliation with their fellow workers are usually prosperous and very productive in the workplace even when their jobs are very stressful. This means that a co-worker's support is very essential in minimizing stress. Mayo, Sanchez, Pastor and Rodriguez (2012) as well agreed that co-worker support is vital in aiding productivity in the workplace. Although, the relationship that exists among co-workers as well as managers in relation to support has seldom been considered, the kind of relationships a worker has in terms of support from his co-workers has a very strong influence on his performance and productivity levels (Schaubroeck, Cotton & Jennings, 2005).

A rational explanation of relations that exist amongst workers be it friendly or strictly professional has an impression on the level of effectiveness and efficiency of a worker which are elements of productivity. For instance workers who enjoy support from fellow workers also have personal relationships outside of work and bond more with their co-workers tend to appreciate the workplace and hence perform exceedingly well and are highly productive in their work as opposed to those with lesser support. Employees have a sense of belonging when they can comfortably request assistance from colleagues in the completion of certain jobs, which promotes unity (Mitchell & Ambrose, 2007).

Good relationships with co-workers is very effective in minimizing job stress and promoting harmony amongst the staff of an organization. This can be achieved through organized social functions aimed at promoting the bond between members of the workforce. Existence of effective relationships between employees and colleagues also ensures job satisfaction (Altinoz et.al, 2012).

Such relationships with co-workers create room for flexibility in work scheduling, division of workload among others. Co-worker interactions play a huge part in determining the conduct of workers as regards productivity levels on the job. When workers are pleased, it is generally due to the fact that they are contented with their jobs. This is also reflected in the quality of their work. Workers who derive pleasure in working with fellow workers are motivated beyond personal factors and are often engaged with their jobs (Robbins 2004).

Consequently workers who relate well and enjoy working with their colleagues particularly when engaged in team work are highly productive. Such workers tend to be more devoted and motivated as opposed to their equals who lack such relationships with their co-workers. That is to say they operate more effectively and efficiently with the success of the organization in mind (Hoobler & Brass, 2006).

### **2.1.3.3 Relationship with Managers**

A worker's relationship with his/her manager describes the level of relations that exist between workers and their superiors i.e. managers, supervisors or bosses at the various levels on the hierarchical structure in an organization even when managers have the capacity or possess a certain level of power over them. Workers who enjoy great support from their managers are diligent and find their workplace friendly. As employees are the pillars of the organization, managers must ensure that they have a cordial relationship with their workers based on trust and mutual respect if they are to achieve high productivity levels from them. Therefore managers are to ensure that a deliberate and well-structured initiatives are utilized by their organizations to build foundations for solid relationships with their workforce (Rai, 2013).

Businesses and managers have a duty to cater for the needs of their workforce and this can be achieved by ensuring that employees are involved in decision making processes, receive feedback in terms of criticism as well as credit for their conduct and performances as well as enjoy personal or friendly relationships rather than strictly professional relationships with their managers (Sinha & Bajaj, 2013). Sustaining decent relationships with members of an organization's workforce is paramount and an effective way to closely monitor, evaluate and control the productivity gaps of the workforce. It also boosts the individual effectiveness, efficiency and productivity levels of workers because when managers take the time to build and improve relations as well as guide workers in their various roles, they will in turn produce more quality work. Only via such decent

relations as well as a strong sensitivity in management can a unified entity be built (Chapman & Goodwin, 2001).

Certainly, in large establishments, staying connected with a huge amount of workers can prove to be an intimidating task. It may be true that members of a workforce have personal relations with their immediate bosses, however that doesn't always give the workers an assurance that their organizations care for them as individuals, therefore the kind of relationships employees share with their managers really matters as having a faithful and dedicated workforce can be very vital to an organization as having a loyal customer base (Gillenson & Sanders, 2005).

Furthermore, it is appropriate for all organizations to have a suitable and effective employee relationship management as this promotes the personal employee interactions with fellow workers and their managers. Mutually respectable relations amongst staff has a positive effect on the success of the organization. Vineet, Sinha and Bajaj (2013) stated that Good relationships with managers helps in promoting commitment, high morale and confidence in the organization. It lays emphasis on performance, stability, growth and advancement of employees for improving an organization's competitive edge. It instils a sense of belonging and harmony amongst employees while creating room for the development of shared responsibilities which increases the confidence, determination, performance, productivity of workers. This in turn enables as well as encourage them to improve organizational productivity. In addition, it reduces organizational conflict, promotes trust and understanding amongst workers. It is significant as it supports and fosters good manager-employee relations, it lessens organizational conflict at both individual levels and group levels and helps to build trust amongst coworkers and managers.

Also in present-day circumstances where the value of respect and trust are gradually diminishing, healthy relationships with managers or supervisors helps in securing the highest possible form of mutual respect and understanding amongst staff. It offers motivational inducements and aids to workers while improving the quality of work-life balance and minimizing stress. It does not only inspire higher levels of performance on the part of the members of the workforce but also on the organizational productivity levels as a whole. Other recognized favorable effects in most organizations according to Wargborn (2008) comprises: increased productivity, inspires innovation, cuts employment and training expenses and helps in managing resources creatively.

Workers ought to know what is required of them, not only in terms of their obligations and duties but also in standards of performance.

Spector (2008), posited that an employee's relationship with his manager is also a basis for satisfaction. Employees value relationship with their managers as the most important aspect of relationship with management (SHRM, 2014). When relationship with managers are cordial, with the manager being understanding, communicating effectively and providing frequent feedback when necessary, giving much attention to staff, wellbeing and personal issues, the employee's productivity levels is likely to be higher (Lumley, Coetzee, Tladinyane & Ferreira, 2011).

In conclusion, Good employee-manager relations contributes meaningfully to the progress of the organization and aids in creating a world class organization. Failure to build such relationships in any organization will have an adverse effect on members of the workforce which may lead to productivity gaps (Vineet et.al, 2013).

#### **2.1.4 Extrinsic Motivational Factors**

Also there are various forms of extrinsic motivation, this study focuses on an employee's work environment, compensation as well as training and career development as factors that may influence an employee's productivity levels in an organization. Extrinsic motivation, derived from outside the person or from those things that are external to the work or activity itself, positively influences behavior, performance and productivity (Ryan & Deci, 2000). The above mentioned factors are discussed below;

##### **2.1.4.1 Work Environment**

Most businesses limit the rate at which they enhance the productivity levels of their workforce to skill acquisition. The kind of work place or environs where a worker operates also affects the level at which such an organization may flourish. Akinyele (2010) suggested that about 80% of productivity concerns are as a result of the nature of a worker's environment in most organizations.

A favorable work setting guarantees the well-being of workers which invariably will encourage them to apply themselves to their responsibilities with a high level of morale which may transform into higher productivity (Akinyele, 2007).

Businesses are prone to risks and uncertainties as such the capacity of an organization to react effectively to the challenges posed by present-day dynamic nature of economic conditions will to a large extent be determined by how well an organization can effectively and efficiently use the human capital at its disposal.

Brenner (2004) affirmed that the capability of an organization's workforce to share information throughout the system is subject to the state of their work environment. Workers are likely to be more productive in a well-structured work environment. Furthermore, the quality of comfort which varies in terms of the work environment also predicts the degree of contentment as well as productivity level of workforces. This is because the productivity levels of the workforce would not be optimal, if the state of their work environments are not conducive. Better work environments augments worker's productivity. Kohun (1992), described an organization's work environment as an entirety. That is, it encompasses all forces, activities including other significant elements that are presently or potentially challenging the worker's productivity and performance levels. It is the summation of the interrelationship existing between workers and the surroundings in which they operate. However, in toxic environments, responsible and talented workers can be transformed into irrational and unreliable workers as a coping strategy (Kyko, 2005). He cited several elements that constitute a toxic work environment therefore causing a decrease in productivity of employees and the organization as a whole. These elements are lack of transparency in management, biased managers, administrative policies, work conditions, interpersonal affiliations and compensation. Yesufu (2000) claimed that the kind of conditions workers are subjected to physically in the work place is significant to output. Managing and sustaining a work environment effectively demands making sure the surroundings are conducive, attractive, acceptable, resourceful, and motivating to the workforce thereby giving workers a sense of pride and purpose in the jobs they perform (Brenner, 2004).

#### **2.1.4.2 Compensation**

Compensation refers to the amount of money and benefits that an employee receives from his organization in return for his or her contributions to the organization (Hamidi, Saberi & Safari, 2014). This practically satisfies material, social and psychological needs of the individual (Altinoz, Cakiroglu & Cop, 2012). Compensation or pay is linked with general satisfaction and more closely linked with pay satisfaction (Lumley et.al, 2011).

Employees receive different kinds of benefits in the form of wages, salaries and pay. Mostly individuals with good education, relevant skills and experience are unsatisfied with their job and salary packages resulting in high rates of turnover and low productivity. As such organizations make compensation plans for them in a bid to minimize the turnover and to motivate them. In other words you can say that compensation motivates employee for better performance and higher productivity levels. Compensation may also come in the form of Fringe benefits which focuses on maintaining the quality in terms of lifestyle as workers, provide them with a certain level of safety and financial security taking into consideration their family relations. Some common examples are; retirement or pension plans, medical insurance, education reimbursement and time off. Fringe benefits are forms of indirect compensation provided for a worker or group of workers as a result of their status as members of the organization (Matthias and Jackson, 2003).

Also overtime is the payment over and above the normal salary and wage rates where the workers are paid extra for working additional hours (Tyson, 1999). Furthermore, Company housing or house rent allowances is offered by organizations who feel obliged to help an individual meet one of the basic needs a roof over one's head in order to enable them have access to reasonable accommodation while on official duty. Senior employees are provided with accommodation which may be owned by the organization while other organizations reimburse rent payments (Andrews, 2009). In order to avoid a decline in employee productivity levels, workers also require health and safety packages, job security and adequate working conditions (Hamidi et.al, 2014).

According to Allis and Ryan (2008), the cost of compensating workers that is in form of payments, wages, and other benefits - are a huge and increasing part of operational expenditures; yet, productivity may decrease amongst employees if such payments and benefits are not made available to them. Simply put employees are more industrious and productive when reasonable pay is attached to performance.

Although compensating workers may have an effect on productivity, other factors can also increase output with little or no costs to the organization. While pay can be seen as an example, workers also appreciate being validated if they are to be productive in the workplace. The need to feel that their jobs are of value and contributes significantly to the success of the organization is important to the workers. While adequately compensating them may help, validation does not necessarily have to be financial. This is because simply thanking them can also make an employee



feel appreciated. As regards validation, workers may also be extremely productive when they can envision where they fit in the big picture. Workers want to be seen as an integral part of the organization as such strive to be indispensable. They want to have a grip on every aspect of operations, which could also be favorable to their hopes and aspirations as this may present them with the opportunity to showcase their capabilities and skills in other areas excluding their areas of specialization. They also need to know that they have a voice and that their managers are willing to give listening ears to their opinions as well as involve them in decision making processes (Lake, 2000).

#### **2.1.4.3 Training and Career Development**

In the aspect of management, training and career development is the area responsible for structural activities intended at enhancing the performance as well as productivity levels of members of the workforce in an organization. It can also be viewed as the act of acquiring knowledge including the relevant skills and qualifications by members of a workforce necessary for organizational growth and success (Bassanini, 2004). Mathis (2003) implied clearly that for a worker or group of workers to effectively carry out their responsibilities, there is a need to constantly train and develop workers. This is vital because workers who have been adequately trained and developed with the right educational qualifications and skills are capable of providing huge payoffs for their companies evident in their loyalty to the organization, sound knowledge and understanding of operations, improved productivity levels and their contributions to overall stability and future success of the firm.

The goal of engaging workers in training is to create the kind of effect that persists and can be sustained far beyond the period or duration of the training activity or program itself. The emphasis is on taking precise actions, decisions, steps as well as commitments that focuses employee attention on integrating freshly acquired skills and concepts in the workplace. It refers to the organizations formal relentless effort and commitment in constantly improving the performance level as well as contentment of its workforce through various means of skill acquisition and educational programs. Presently, these efforts in most companies have assumed an extensive and diverse form of applications ranging from trainings associated with specific highly skilled jobs to long term career growth. Today, training and career development has materialized as an official corporate function, a fundamental strategic tool used in enacting policies that aid in the

achievement of an organization's vision, mission, goals and objectives. Furthermore, firms of different sizes have recognized the importance of training and have incorporated continuous learning and other features associated with training and career development as a way of supporting the progress of their workers and also as a means of securing highly skilled workers.

The value of workers and the continuous upgrade of their skills and qualifications through training is now widely accepted and viewed as a requirement in gaining employment opportunities and guaranteeing the profitability and future success of most organizations and businesses alike while promoting the right kind of workplace culture that sustains constant learning. (Batram & Gibson, 2000) suggested that training and career development aids businesses in attracting a pool of competent potential replacements for workers who may wish to leave or retire from active duty or be asked to assume a position with greater responsibilities. It also aids an organization in ensuring that it has the human capital required to sustain commercial growth and expansion. In addition, training can facilitate the utilization of progressive technologies even in smaller businesses thereby making it readily adaptable to a rapidly changing and constantly evolving competitive global environment. Training can also aid in boosting morale, effectiveness, efficiency, as well as improve the level of a worker's productivity on the job. All of which are profitable, beneficial and is more likely than not to contribute positively and significantly to an organization's fiscal strength and vitality (Bassanini, 2004).

Furthermore most employers have found that educational and tuition aid assistance benefits are highly desired by employees. These programs have been found to aid employee retention and recruitment. The program normally covers part or all expenses related to formal educational courses as well as degree curriculums, including the expenses associated with books and laboratory supplies (Mathis, 2003). An organization can also minimize the rate of unwanted worker turnover cut costs associated with staffing and training by utilizing the funds planned for the development of fresh inexperienced workers in retaining skilled and more experienced workers. Workers can be motivated to increase their level of productivity when opportunities are provided for career advancement whether through formal education or skill acquisition programs. This creates an avenue to improve the skills and talents of the workforce while showing appreciation for their ambitions and the quality they bring to the firm. Therefore it is important to note that sometimes a well-tailored training program can mean as much to a worker as an increase in pay. Such benefits

are considered to be practical since it gratifies the workers and leads to an increase in productivity and is probably not expensive when compared to a possible increase in pay (Harris, 2001).

Finally, via adequate training workers are able to assess and benefit from those opportunities available for advancement in the hierarchy of the organization. This dimension is one that satisfies the psychological needs of the employee. These are opportunities for individual growth, greater and advanced roles and responsibilities as well as higher societal status. Promotion opportunities, when perceived as fair is more likely to result in job satisfaction (Altinoz et.al, 2012; Hamidi et.al, 2014; Lumley et.al, 2011; Spector, 1997).

### **2.1.5 Factors Affecting Motivation**

Hellriegel (1996) proposed a number of factors that affect motivation. These factors are individual differences, job characteristics and organizational differences.

**Individual Differences:** are particular needs, beliefs, behaviors, interests and expertise that workers bring to the job. This is due to the fact that workers are naturally different as such what may appeal to one worker may not appeal to another. While some workers may be driven by financial benefits (pay) as such pursue jobs with high financial benefits other workers may pursue jobs that give them safety rather than more money.

**Job Characteristics:** describes the kind of task a worker is supposed to perform. It involves the limit, content and challenges associated with the task like the required skills to perform the task, the importance of the job and the kind of response that workers as regards the tasks they accomplish. For example workers who see no worth in the job they do may find it degrading as opposed to those who get pleasure from carrying out their job. Such workers tend to be motivated and more productive than workers who do not.

**Organizational Practices:** are the guidelines and principles known as code of conducts, management practices, HRM procedures and reward systems organizations use to guide behavior of worker both inside and outside the firm. This means that how organizations choose to handle their workers play a huge role in the way workers see the organization which affects their commitment levels. Establishments that provide the right policies and reward systems its workers find appealing has a great chance of improving workers productivity levels thereby enhancing performance of the firm.

### **2.1.6 Dilemma Managers face in motivating Employees**

Managers are conscious of the fact that their job entails achieving organizational objectives through the aid of their workforce. Therefore, they have a duty to ensure that members of the workforce are and stay adequately motivated if they are to achieve higher levels of productivity. Regrettably, most organizations and their management are often faced with the task of figuring out the right kind of rewards and suitable programs that would aid in keeping their workers motivated. This problem stems from common misconceptions surrounding the concept of motivation and the fulfillment of workers. It has been noted that most managers may not be great judges of employee motivation as they believe they are. As a matter of fact, people generally appear to constantly misjudge those elements driving employee motivation (Morse, 2003). A few of these misconceptions have been outlined and discoursed below.

**1. One-size-fits all reward and recognition:** A lot of managers utilize this concept as a means of recognizing, rewarding and inspiring members of their workforce. However, the challenges associated with this type of program is that it fails to recognize those differences that are peculiar to members of the workforce. It is imperative to understand that employees may differ in terms of motives which may cause them to behave in diverse ways as they are motivated by different things. Similarly, a worker's cultural values, level of education, religious background, and even sexual orientations may have an effect on what motivates them. It is therefore crucial that an organization tailor rewards and recognition in a manner that creates room to understand workers and their distinctive qualities (Atchison, 2003).

**2. Money is the ultimate Motivator:** The notion that money is the most important or only motivating factor was originally suggested by (Taylor, 1911). This misconception has misled managers in the sense that some of them either view money as the sole motivator of workers or tend to have a preference for financial rewards. Also, it should be noted that financial rewards can inspire workers to a certain limit; this is because when compensation is either low or considered unfair, it is demoralizing to workers. When it is high, it can also be seen as a de-motivator resulting in individual performance and levels of productivity being altered in a bid to sustain high levels of compensation (Atchison, 2003). He further suggested that once monetary rewards can be predicted by workers it becomes a right instead of a motivator.

**3. Not everyone can be motivated:** Managers with this point of view tend to disregard the idea of motivation in general. The fact is that every worker is motivated by one thing or the other, the challenge for managers is that whatever it is may not be job related that is in line with what the work entails (Morse, 2003). Therefore the task of a manager is to ascertain those exact motivational elements that appeal to the workforce and seek ways of channeling them towards work associated behaviors (Manion, 2005).

**4. All motivation is either extrinsic or intrinsic:** Some managers are of the opinion that motivation is either extrinsic or intrinsic and therefore concentrate on only one of them while disregarding the other. In most organizations, managers as well as members of the workforce appear to have a preference for extrinsic rewards however it is crucial for managers to recollect that naturally, various elements motivate workers and not necessarily one kind of extrinsic or intrinsic reward (Manion, 2005). Thus it is essential that managers try as much as possible to deliver a mix of both types of reward so as to attain effective motivational tools and packages for the workforce. Putting aside the common misconceptions frequently affecting adequate motivational practices, packages and programs, (Bessel, Dicks, Wysocki & Kepner, 2002) also stated that managers are confronted with the predicament of figuring out those factors that actually motivate workers. They also mentioned that the absence of a suitable means of recognizing those elements are even more complicated as managers lack understanding in effecting excellent motivational programs aimed at increasing productivity and creating the right work environment (Bessel, Dicks, Wysocki & Kepner, 2002). They warned that managers should refrain from assuming that workers feel appreciated simply because they remain productive, or the idea that whatever appeals to them in terms of recognition and reward, will also appeal to others.

In conclusion, most managers in an effort to motivate their workers fail repeatedly because as soon as they figure out a way of motivating them, they stick to such methods without any attempt to vary them. Such repetitive actions usually end up losing its value thus becoming an ineffective means of motivating workers. Therefore managers should be flexible in their approach to motivation.

### **2.1.7 Productivity**

Glen (2014) stated that the manufacturing sector is an ever changing beast and every year, the industry is faced with fresh challenges. The author stated that virtually all media houses constantly

report the closure of industrial units, labour disputes between employers and their employees or reductions in the labour force due to recession and other economic dynamics. As a result, the image of manufacturing industries have been marred by low wages, high labour turnover, inadequate working conditions, poor performance and productivity (Githinji, 2014).

Productivity can be referred to as the quantity of work that is attained in a unit of time by means of the factors of production. These factors include technology, capital, entrepreneurship, land and labour. It is the link between inputs and outputs and increases when an increase in output occurs with a lesser than comparative increase in input. It also occurs when equal amount of output is generated using fewer inputs (ILO, 2005).

Bhatti (2007) and Qureshi (2007) were of the perspective that productivity can be seen as a measure of performance that encompasses both efficiency and effectiveness. It can also be referred to as the ratio of output or production capacity of the workers in an organization. It is the correlation that exists between the quantity of inputs and outputs from a clearly defined process. The performance of a business which determines its continued existence and development is largely dependent on the degree of productivity of its workers. Yesufu (2000) stated that the prosperity of a nation as well as social and economic welfare of its citizens is determined by the level of effectiveness and efficiency of its various sub components.

Productivity is a total measure of the efficiency or capacity to transform inputs that is raw materials into finished products or services. More precisely, productivity is a measure that indicates how well essential resources are used to accomplish specified objectives in terms of quantity and quality within a given time frame. It is suitable when measuring the actual output produced compared to the input of resources, taking time into consideration. Hence, productivity ratios indicate the extent at which organizational resources are effectively and efficiently used to produce desired outputs. Efficiency takes into account the time and resources required to execute a given task. Therefore, it can be concluded that effectiveness and efficiency are significant predictors of productivity.

#### **2.1.7.1 Employee Productivity**

Jennifer and George (2006) Argued that the performance of workers contribute directly to an organization's level of effectiveness, efficiency and even towards the achievement of administrative goals. It also stated that a corporation's failure to certify that its workers are motivated has a negative influence on its organizational effectiveness and efficiency thereby

affecting employee's productivity levels concerning expected goals and objectives. According to Antomioni (1999) a worker's level of productivity is reliant on the extent at which workers believe that certain motivational desires will be fulfilled stating that workers become demoralized as such less productive once they perceive that their desires can't be met or gratified.

Mathis and John (2003) suggested that productivity refers to a measure of the quantity and quality of work done, bearing in mind the cost of capital used. The greater the level of organizational productivity, the greater the competitive edge. This is because the costs associated with the production of goods and services are lesser. Better productivity ratios does not automatically mean that more output is manufactured; it could also mean that less workers or less financial resources and time were utilized in producing the similar output. McNamara (2003) stated that productivity may be denoted in form of quality, quantity, time and cost. He also stated that evaluating productivity has to with measuring the length of time it takes an average employee to produce a specified level of output. Although measuring productivity may seem difficult, it is however very significant since it directly affects organizational profitability.

Brady (2000) claimed that none of the resources utilized for production in the workplace are so thoroughly examined as the human capital. Most of the activities carried out in HR Systems are intended to influence worker or organizational productivity. Compensation, evaluation systems, training and development, recruitment, job characteristics are HR responsibilities directly aimed at productivity. Bernardin (2007) clearly stated that the importance of motivational factors cannot be underestimated by an organization in increasing the productivity levels of a workforce especially when trying to gain competitive advantage. He also stated that productivity may be hard to measure, but it can be evaluated in terms of effectiveness and efficiency of workers.

### **2.1.7.2 Effectiveness**

In general, effectiveness is referred to as the degree to which set objectives are accomplished and policies achieve what they were designed to achieve. It focuses on affecting the purpose that is achieving the required or projected results. A program or service is said to be effective if such a program is able to accomplish set objectives or estimated outcomes. As regards workers, it is a measure of how well workers productivity levels meet set goals and objectives of the organization (Yesufu, 2000). Therefore an employee is said to be effective when he/she is able to achieve desired results in line with organizational goals and objectives.

### **2.1.7.3 Efficiency**

Efficiency on the other hand is productivity of estimated effects; specifically productivity without any form of waste. This has to do with workers abilities to work productively with minimum waste in terms of energy, time and cost. Efficiency is more or less a contrast between the use of inputs in a clearly defined process and generated outputs. For instance, given a specified number of input or resources, a decision making entity be it individual, corporate, administrative institution, or a state realizes a level of output considered to be the maximum achievable based on the present conditions, then such an entity is assumed to be efficient. However if it generates lesser than what it is estimated to generate it is said to be inefficient. As such efficiency stems from the correlation between inputs and outputs, and is referred to basically as the degree to which outputs are produced while minimizing manufacturing costs (Harris, 2001).

### **2.1.8 The Nexus between Motivation and Productivity**

Generally studies conducted on the impact of motivation as it relates to workplace productivity has drawn significant attention in the aspect of management; however it has been basically disregarded by most establishments. This may be due to the fact that the concept of motivation is complex and relative in the sense that what may appeal to an individual may not appeal to another (Reilly, 2003).

Generally, most organizations through the use of incentives seek out ways to motivate their work force. These incentives could be in form of good working conditions, work environment and compensation amongst others. Incentives are regarded as variable payments (monetary and non-monetary) made to workers or a team of workers based on the quantity of output or results attained. On the other hand, it can be seen as payments made with the purpose of stimulating workers' performance and productivity levels towards achieving greater objectives (Banjoko, 2006).

Incentives can also be described as any compensation with the exception of basic wages or salaries that varies based on the capacity of the workforce to attain certain standards, such as pre-determined procedures and stated organizational goals and objectives (Martocchio, 2006). Therefore one can conclude that there is a link between motivation and productivity this is due to the fact that a lack of motivation leads to a decrease in productivity and vice versa.



Also, previous studies has revealed that at various points in time, low productivity levels have been documented in virtually all establishments be it government or private sectors in Nigeria (Mbogu, 2001; Ezulike, 2001; Iheriohanma, 2006); also conclusions from further studies show that low levels of productivity can be elevated if workers are provided with adequate motivation which may or may not be financial (Tongo, 2005).

In terms of productivity, members of a workforce may vary in terms of how much value they bring to the organization, which is certainly not limited to the activities they perform but also how well they perform such activities; generally organizational performance is largely dependent on the level of productivity of the workers and various departments that make up the organization. Therefore it is imperative that organizations fairly reward their workforce based on relative productivity and performance levels (Martocchio, 2006).

Finally, for workers to perform at higher levels, the organization has a crucial part to play in ensuring that it highly motivates the members of its workforce in order to attract, retain, and improve productivity levels of both workers and the organization as a whole (Reilly, 2003).

## **2.2 Theoretical Framework**

Several theories on the concept of motivation has been conceptualized decades ago namely content and process theories. Content or need theories are centered on the needs of a workforce while process theories focus more on behaviors associated with the workforce. According to Abbot and Doucouliagos (2003), content theories tend to acknowledge the basic necessities, incentives and the task or job itself as significant elements that contribute to job contentment while examining the internal factors influencing the conduct of members of a workforce. Examples include Maslow's hierarchy of needs theory, Herzberg's two-factor theory, McClelland's theory and Alderfer's ERG theory. Burns (2015) suggested that process theories try to describe how behavior is stimulated, directed, maintained and stopped. There are four main types of process theories namely Reinforcement, Expectancy, Equity, and Goal setting. However, only Maslow's need theory, Herzberg's two-factor theory and Vroom's expectancy theory are considered in this study.

### **2.2.1 Abraham Maslow's Hierarchy of Needs Theory**

In the book titled *Motivation and Personality*, Abraham Maslow a distinguished psychologist postulated the Hierarchy of Needs theory (Maslow, 1954). He Stated that human needs can be

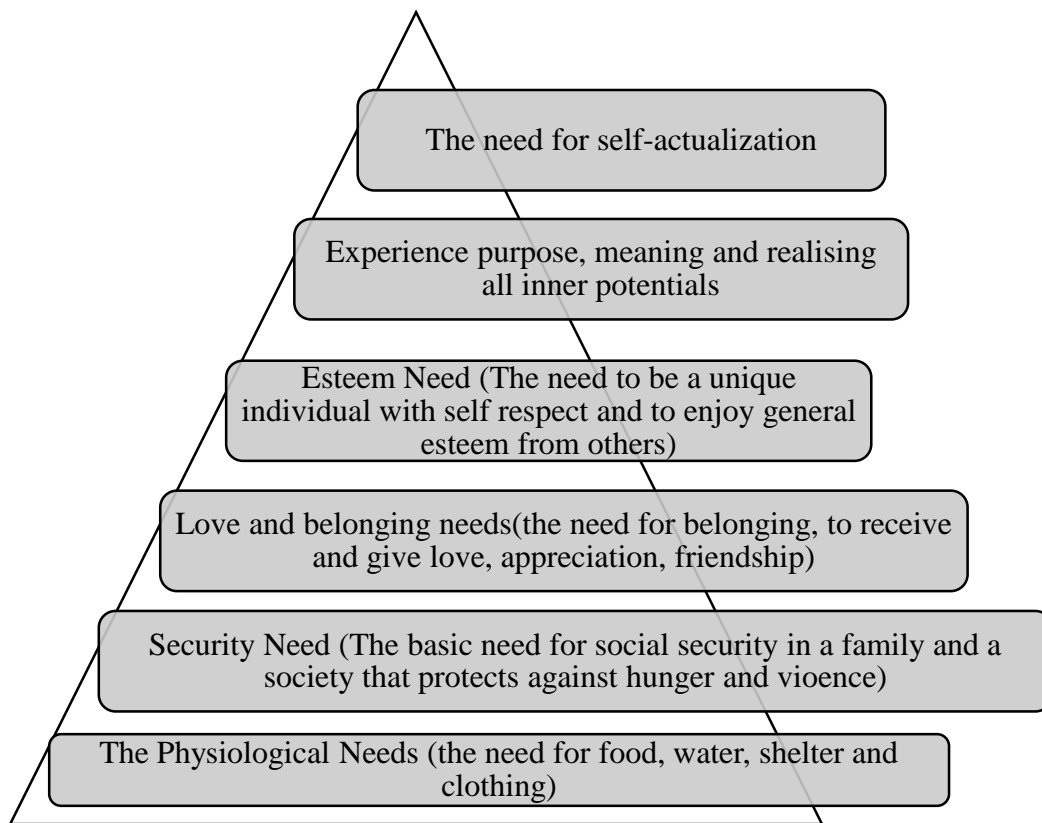
categorized into five groups and that these groups can be organized in a pecking order ranging from the most important to the least important. These comprised needs such as basic or physiological, safety, belongingness, esteem as well as self-actualization needs. He was of the opinion that an individual is primarily motivated to fulfill physiological needs first before considering others. This is because physiological needs otherwise known as basic needs are essential for an individual's survival. As such once these basic needs are fulfilled they are no longer perceived as primary motivational elements by the individual who now moves up the hierarchy seeking to fulfill safety needs. The process lingers pending when self-actualization needs are fulfilled. In a workplace, the logic to a certain extent is quite reasonable as workers who lack essential needs for continued existence such as food, air and water will barely be able to make any significant impact on productivity as such would put in little effort at work.

In support, Jennifer and George (2006) agreed that individuals from all walks of life strive to gratify five elementary needs: physiological needs, safety needs, belongingness needs, esteem needs and self-actualization needs. They claimed that these needs form a hierarchy with the most fundamental need that is physiological and safety needs situated at the lowest part of the hierarchy (Jennifer & George, 2006). They were of the notion that needs at the lowest-level should be satisfied before greater needs can be satisfied.

This theory focuses on the notion that individuals are driven by unfulfilled needs, and that the fulfillment of needs at the bottom end of the pyramid only leads to the pursuit for the fulfillment of those at the higher end (Maslow, 1954). This theory suggested that for an individual to behave in an unselfish manner, every need has to be fulfilled that is both deficiency and growth needs. Therefore, in as much as individuals are interested in satisfying their desires, they are advancing towards growth, which is self-actualization.

In the business setting, this implies that if workers are unable to satisfy their desires, there would be a loss of morale to work and perform excellently in the discharge of their jobs to the organization. Maslow believed that needs can't be fully satisfied citing that needs that are more or less achieved stops to be a motivator. Therefore, managers in a bid to improve productivity need to recognize the position of members of its workforce in relation to the hierarchy so as to be able to motivate them accordingly bearing in mind that motivational tools should be tailored to meeting their desires (Robbins, 2001).

This theory presents businesses particularly in the area of management, an understanding of those elements that arouse or affect a worker's behavior and work performance levels within a corporation. The theory posited that individuals have diverse needs that are active at different times and that only unfulfilled needs can affect behavior (Obikeze, 2005). Therefore, in order to adequately motivate employees at their place of work, managers are obligated to ascertain and understand the present needs of their workforce. Maslow's model specified basically that needs at the lower end such as physiological and security requirements must be fulfilled before the pursuit of those top level motivators such as esteem and self-fulfillment. The diagram below illustrates the hierarchy of needs;



Source: Maslow (1954)

Figure1: Maslow's Hierarchy-of-Need Model

**Physiological needs:** represents those needs at the lower end of the pyramid which is also referred to as basic human needs. They involve the necessity to ensure satisfaction of the basic natural drives like food, air, water and shelter. Maslow is of the notion that organizations must provide

workers with salaries or payments that assists them in meeting expenses associated with suitable living standards. James and Stoner (2009) also suggested that managers can aid in satisfying these needs by ensuring that workers pay are enough to assist them in catering for their needs sufficiently.

**Safety needs:** this is the need for security constituting the need for safety, freedom from any form of injury be it physical, mental or fiscal terms. Such needs are stimulated after basic survival needs have been achieved. They refer to a worker's desire for safer and favorable work settings without any prospective fears or injuries. Businesses try to gratify such desires by providing their workforce with safety kits like helmets, health and well-being initiatives, safety equipment, safety wears and boots etc. The logic is to make sure workers are inspired to perform well and discharge their duties successfully devoid of tension or injury in a setting they assume to be secure. Executives can aid in catering for these needs by providing adequate job security, health aids and safer work surroundings.

**Belongingness needs:** describes the desire of the workforce for a sense of belonging, approval, rapport and love. They are initiated after security requirements are fulfilled. These needs create room for members of a workforce to be associated and bond with themselves. Workers are moved to perform well in their jobs when there is a feeling of acceptance. By stimulating interactive relations among workers, organizing collective gatherings like holiday get-togethers' management can aid in satisfying those needs.

**Esteem needs:** focuses on the needs of workers to be cherished and appreciated. It involves a worker's longing to be acknowledged and to have self-respect. When workers are elevated and recognized in their numerous work achievements, these kind of needs are fulfilled. Maslow stated that this type of needs are triggered after belongingness needs are gratified. Workers for example are moved to perform well if they are given awards for notable attainments in their jobs.

**Self-actualization needs:** is a worker's desire to attain self-satisfaction and individual growth. It is the desire of workers to evolve and make the most of their potentials. The idea is for workers to be driven to put in their best performances for the organization as long it provides room for them to attain self-satisfaction in their areas of expertise giving them the chance to be all they can be. Self-actualized workers represent prized resources to an organization and management can aid in

satisfying this need by providing prospects for workers to utilize their skillset and talents to the maximum.

The aforementioned needs comprises Abraham Maslow's hierarchy of needs from the lower levels to the higher levels. He stated that people would attempt to placate those needs that are of utmost priority to them first. Employers in a bid to maximize workers performance have to seek ways to gratify their needs. This is because workers are only interested in performing well if their wants are well catered for.

### **Critique of the Theory**

Maslow suggested that if individuals are nurtured in places where their necessities aren't met, the probability that they will function healthy is unlikely compared to individuals whose needs were met given the environment they were brought up. Investigations challenging Maslow's theory has backed the distinctiveness existing amongst the basic or deficiency needs and the growth needs but show that not everyone has the ability to gratify their growth desires on the job. Based on findings from previous studies, managers at strategic levels or higher echelons of an organization are capable of satisfying both their growth and deficiency needs while those at operational or functional levels have the ability to gratify mainly their basic needs on the job.

Maslow's theory is yet to receive tremendous backing with regards to the precise concept it suggests (Greenberg & Baron 2003). To them his ideology seems to address the attitude of employees towards their job. They are of the opinion that his proposed theory is particularly ideal in defining the behavior of personnel whose growth needs are respectively high. Also workers who do not fancy the ideology of an increase in growth needs may not appreciate any functional response to their work.

Centers and Bugental (2007) in one of their studies postulated that a worker's upbringing, attitudes and ambitions has an influence on a worker's needs, hopes as well as approach in evaluating situations. Also they identified three main reproaches associated with the need theory. (1) Inadequate experimental data to sustain their deductions (2) the assumption that personnel are

identical, and (3) the said theory is not associated with the concept of motivation but are relatively principles of job fulfillment. This opinion was also shared by (Lawler, 2003)

Lawler (2003) in criticizing the theory of needs stated that his argument was that the concept made certain impractical assumptions concerning personnel such as (1) workers are identical (2) circumstances are similar and (3) there is an ultimate way of meeting needs. Basset-Jones and Lloyd (2004) also shared a common opinion.

Basset-Jones and Lloyd (2004) opined that most detractors of Abraham Maslow's theory believe that it is common and also a consequence of the nature and emotions of workers to take recognition for meeting their needs and to express frustration on those not fulfilled.

Although Maslow's theory was able to establish the fact that individuals have needs, it has failed to provide an acceptable linkage amongst specific need fulfillment and the realization of an establishment's goals and objectives. Also it doesn't really provide solutions associated with the complications of personnel differences in motivation. This can only be done when process or mechanical theories are considered (Assam, 2002).

Abraham Maslow was commonly criticized because of his methodology. His selection and study of a small number of individuals that he himself acknowledged to be self-actualized leading him to draw conclusions or make generalizations about the concept of self-actualization did not sit well with his critics and called his methods into question. This is because such methods did not seem scientific in any way as it lacked systematic approach of carrying out a valid research.

Also his ideology that lower needs be fulfilled before considering self-actualized needs while it may hold true in most cases were not justified in other cases as were seen in a few exceptions. These include individuals who were unable to cater for their deficiency or lower needs but were able to at least reveal or fulfill certain aspects of their self-actualization needs. Most of these individuals comprise several notable artistes, writers, poets, philosophers etc. Some like Galileo, Rembrandt, Toulouse Lautrec and van Gogh amongst others were said to have suffered from poverty, mental illness violent childhood, and depression.

Furthermore the caliber of people Abraham Maslow considered for his study was called into question. This is because they represented a class of people that were close to perfect. Envision a person that matches the following picture: loving, fair, genuine, stress-free, independent, natural,

resourceful, brilliant and pleasant. This kind of people are considered a rare breed as opposed to those we have today. As such he studied the likes of Lincoln, Einstein, Roosevelt Eleanor and others who represented his description of the best.

Noe (2006) argued that Maslow provided a logical explanation for the self-centered individualism witnessed in the past two decades. He believes that the theory with respect to self-actualization needs encourages individuals to seek after self-gain without considering the welfare of others who probably still haven't satisfied their physiological needs. However he failed to realize that Maslow's ideology for individuals in pursuit of self-actualization comprised of individuals who were not in any way threatened by deficiency needs and were capable of helping others.

It is possible that Abraham Maslow was too positive in judging human nature and character. His notion of an inborn positivity is difficult to receive today with all the happenings of crime and violence all over the globe. Definitely humans are more than capable of exhibiting some form of goodness as Maslow envisioned but history has proven time and again that being reliable, devoted and supportive, sociable, polite and kind amongst other attributes is not the prevailing human propensity.

### **Relevance of the theory**

Maslow's theory although one of the earliest propounded theory of motivation is still very much relevant and applicable in present day organizational settings. Despite its shortcomings, it has been able to identify those needs that are peculiar to an individual and the effects it may have on an individual's performance or productivity levels in an organization. Hence, it is vital that managers try to understand those needs affecting members of its workforce and provide adequate motivation tailored to suit or gratify those needs. In order to achieve high productivity levels from members of the workforce, the organization must consider employees the backbone of the organization as such an asset to the organization. Therefore to ensure that workers remain highly productive and in a bid to achieve continuous growth, stability and success of the organization, Maslow's theory posits that the needs of the workforce must first be given due consideration.

### **2.2.2 Frederick Herzberg Two-Factor Theory**

Frederick Herzberg maintained that two completely distinct set of factors determine employee behavior in organizations. These include Hygiene factors and Motivators. Herzberg established

that factors which appeared to ensure an employee's job satisfaction were connected to the job contents or the aspects of the job itself and he referred to them as motivators, meanwhile, factors which appeared to cause employees dissatisfaction were connected to the job context; and he referred to them as hygiene factors (Herzberg, 2000).

Hygiene factors are factors that will eliminate dissatisfaction when present; examples are company policy, basic needs, status, working environment, salary, supervision etc. while motivators are those factors that will result in demotivation and lack of interest in the job when not fulfilled and this could result in employees looking outside the organization for employment. Hygiene elements are described as upkeep elements considered important in evading dissatisfaction. On the other hand, these elements single-handedly do not ensure employee job fulfillment and high levels of motivation. These are factors not directly concerned with the job but concerned with the job context (Smerek & Peterson, 2007). These factors are termed hygiene factors because their presence ensures a reasonable level of satisfaction and their absence can cause dissatisfaction.

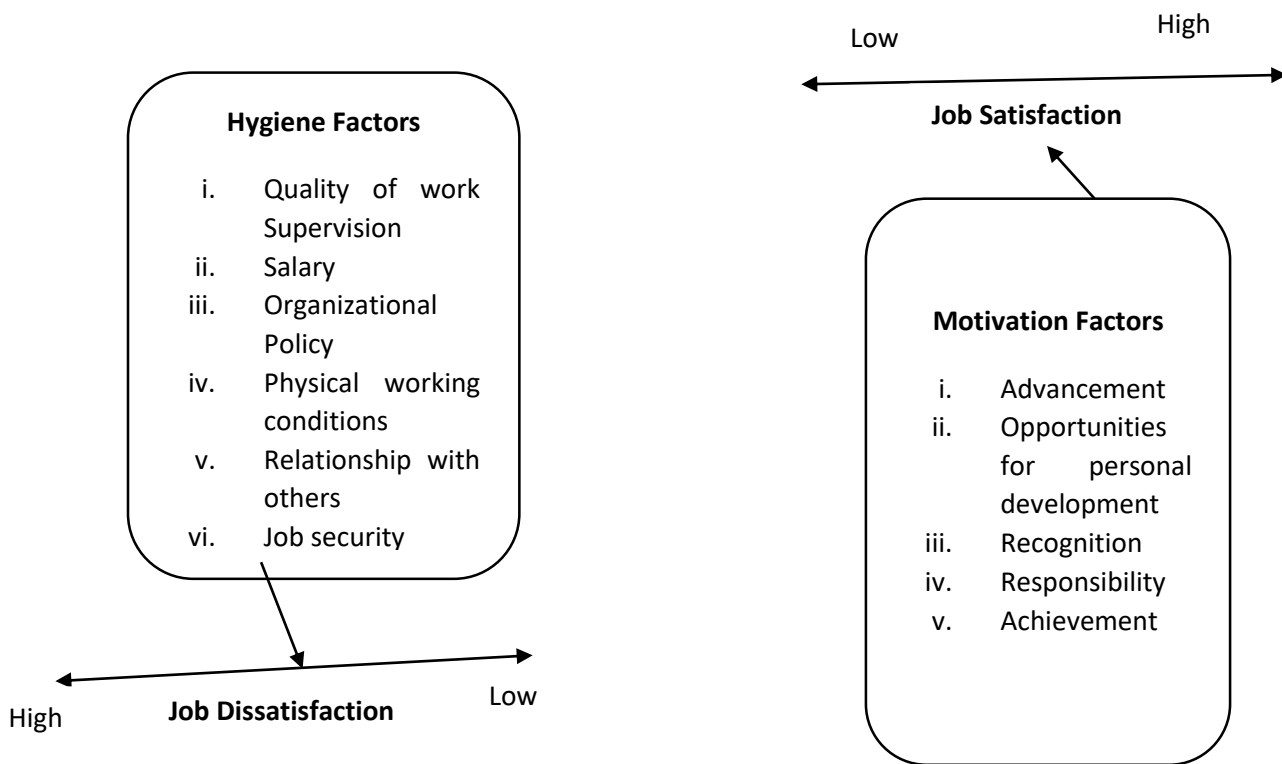
Hence, it is imperative that managers make available hygiene elements in order to minimize bases of employee dissatisfaction, however to it is much more important to ensure that motivators are present since these are the factors that motivate employees and eventually result in satisfaction. Motivators include job associated aspects including thought-provoking tasks, work achievements, acknowledgment and responsibility, chances for advancement and growth, recognition for achievement (Lumley, Coetzee Tladinyane & Ferreira, 2011). Motivated and contented workers are better positioned to be more committed as such productive than those who are merely not dissatisfied.

This theory therefore admonishes that business managers should avoid being one-sided in making decisions concerning factors that ensure satisfaction and motivation for optimum performance. Based on his work, Herzberg (1987) then posited that in order to ensure job satisfaction, the following conditions should be ensured in the organization; provision of achievement and advancement opportunities, recognition for performance, ensuring fit between employees' competencies and tasks, ensuring learning and development opportunities.

The motivation-hygiene theory is therefore relevant for this research as it reveals that hygiene factors including supervision, pay and benefits, company policies, work environment are vital to avoid job dissatisfaction and motivators, which include, learning and development opportunities,



challenging tasks, rewards and recognition for performance, advancement and growth opportunities, ensuring fit between employee competencies and tasks are important to higher productivity levels from employees. Therefore examining the relationship between motivation and productivity also anchors on this theory. The diagram below illustrates Herzberg's two factor theory;



Source: (Herzberg, 1974)

Figure 2: Herzberg Two Factor Theory

### Hygiene Factors

Herzberg claimed that the lack of certain elements capable of causing dissatisfaction amongst members of a workforce are referred to as hygiene elements. These elements focus mainly on the characteristics of the job as well as other external concerns. The presence of these elements may not guarantee employee motivation but a lack of it might result in dissatisfaction. These elements consists of:

- a. Salaries
- b. Operational Conditions
- c. Job Security
- d. Level and quality of supervision
- e. Business policies and managerial processes
- f. Personal relations at work.

### **Motivation Factors**

These factors refer to elements capable of provoking workers to improve their work-related performance. Herzberg (1974), characterized these elements as intrinsic stating that they are largely concerned with the job design, and how it is integrated in achieving set goals. He asserted that managers aiming to attain enhanced performance levels, must consider the inclusion of several factors in the job setting. This in turn allows for the development of inherent motivation within workers. These elements comprise:

- a. Interest in the work
- b. Recognition
- c. Growth / development
- d. Achievement

Motivators results from an internal dispositions within workers. Herzberg (1974), stated that both hygiene and motivation methods should be applied concurrently. He cited that the absence of hygiene elements does not affect morale but causes dissatisfaction amongst workers. Likewise the presence of those elements does not necessarily affect motivation, but leads to satisfaction among

workers. Higher levels of motivation will certainly boost the morale of workers while lower levels of motivation will significantly decrease the general level of motivation. This will however not cause total discontentment but instead a sense of non-fulfillment.

### **Critique of the theory**

Schroder (2008) made use of the two-factor theory as the theoretical basis for a study comprising eight hundred and thirty five college workers so as to ascertain the effect of demographical factors on job satisfaction. Findings from the research showed largely that job satisfaction was associated with age and educational achievements, and that the degree of intrinsic and extrinsic job satisfaction for diverse work-related groups differed. These conclusions disputed Herzberg's discoveries (Schroder, 2008). Furthermore detractors of the this theory claimed that Herzberg presumed an existing relationship between satisfaction and productivity in his study stressing more on satisfaction and ignoring productivity

Lin (2007) claimed that job contentment is multivariate in nature and the theory tends to oversimplify a complicated system of emotions and responses with inter-relationships amongst numerous factors. Shipley and Kiely (1986) supported the claim that the theory was a decent starting point for managers but should not be endorsed for strict applications owing to the oversimplicity of the concept. Stello (2011) also maintained that the theory tends to oversimplify job satisfaction and therefore should not be utilized as an ideal prototype. Also an examination of departmental workers of higher education in Uganda concluded that any given factor is capable of evoking job satisfaction or inducing dissatisfaction pending on situational variables in the work environment (Sesanga & Garrett, 2005).

Criticism levied at Herzberg's methods described the inclination for respondents to provide generally acceptable responses in their surveys, causing those factors that may influence dissatisfaction to be credited to extrinsic factors as opposed to intrinsic. Wargborn examined the pre-existing literatures citing this disapproval as a point of reference. Findings showed that Herzberg's data was the result of such tendencies and should not be certified as a valid explanation of work-related behaviors (Wargborn, 2008).

Farr (1977) also examined this theory in connection to new approaches recommended in the field of industrial psychology. He was of the view that while Herzberg's contributions provide valuable

insights into the worker's viewpoints as regards their workplace, he however erred as a researcher by accepting that the numbers used in data analysis generated information that could be generalized. Furthermore, his belief that his study may have led to the discovery of the causes of job satisfaction and dissatisfaction was erroneous (Farr, 1977). Although there are significant weaknesses associated with the theory it is still relevant to managers in the workplace.

### **Relevance of the theory**

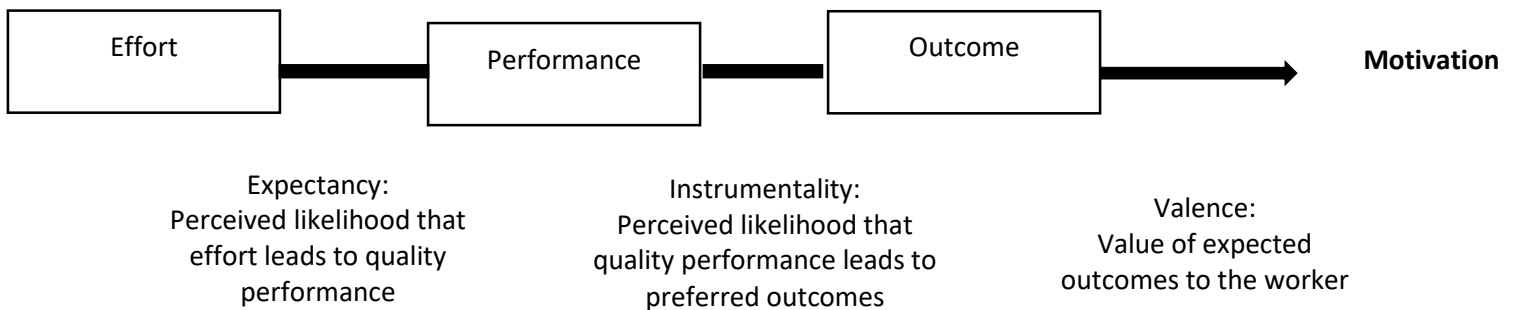
Despite criticisms levied at the Two-Factor theory, it remains very important to organizations. It implies that managers and their organizations must constant guarantee the adequacy of the hygiene factors to avoid dissatisfaction amongst members of the workforce. This is because employee dissatisfaction leads to loss of morale which in turn leads to a decrease in employee productivity levels. Also, managers must make sure that the kind of work or responsibilities assigned to employees is challenging, exciting and fulfilling so as to ensure workers are inspired to improve work related performance levels. This theory lays emphasis on job-enrichment so as to encourage workers to be highly productive. Finally to ensure that employees are highly productive, managers must ensure that the kind of task being assigned to the workers should maximally utilize their abilities and experiences. Focusing on the motivational factors can improve work-quality and productivity levels of both the employees and the organization as a whole.

### **2.2.3 Victor Vroom's Expectancy Theory**

The expectancy theory, as opposed to the need theory, is a process theory. It relates to the diversity existing in the workplace as regards the opinions, thoughts and concerns of workers including their attitude and behaviors towards the job (Purvis, Zagenczyk & McCray, 2015; George & Jones, 2012). This theory specifically focuses on the personal evaluations of a workforce and their work place. It assesses the activities of workers based on their hopes and aspirations (Purvis, Zagenczyk & McCray, 2015). The theory identifies two major concerns; the first concern is that irrespective of various possible outcomes, workers are motivated to commit their efforts to an organization only if they are certain that the end result or outcome will realize a specific level of performance (George & Jones, 2012). This means that, if the members of a workforce lack faith in their ability to perform at a particular level, the inspiration to perform the job effectively will be low or lost (George & Jones, 2012).

The other concern is that workers would only be encouraged to perform at a particular level, if their performance at this level would bring about preferred outcomes (George & Jones, 2012). Schedlitzki & Edwards (2014) linked the path-goal theory to the assumptions of the expectancy theory stating that workers have a tendency to perform effectively if they believe that they have the capability of fulfilling the assignment, achieving the expected outcome and that this expected outcome is of utmost value to them. The theory implies that workers will only be willing to put their energy to work if the outcome of both concerns are positive (George & Jones, 2012). This means that the positivity of an outcome is assumed to be associated with a specific action, as such the willingness of a workforce to perform is largely dependent on how positively inclined they view the outcome (Vroom, 1964; Lin, 2007). The theory outlines three key elements that determines a worker’s level of motivation: valence, instrumentality, and expectancy (Estes & Polnick, 2012). The diagram below illustrates the theory;

**Figure 3: Vroom’s Expectancy Theory**



Source: (Vroom, 1964)

From the figure above, valence has to do with the worth that specific outcomes have to members of a workforce, and the need to achieve it (Estes & Polnick, 2012). They also claimed that outcomes are positively valent to a workforce if members of the workforce prefer achieving that outcome than not, as such workers prefer to evade outcomes that are negatively valent. (Vroom, 1964) described valence as a function of the desires, principles, goals, and sources of inspiration guiding workers. (Purvis, Zagenczyk & McCray, 2015) defined it as the level of individual attractions of the kind of benefits that accompany the attainment of set organizational objectives.

The logic here is that valence does not imply the actual fulfillment of outcomes, but rather the estimated fulfillment of futuristic outcomes, acting as motivators towards prospective actions in

expectancy theory. As such it can be positively or negatively inclined in terms of outcomes, and may possibly vary in degrees and sizes (George & Jones, 2012). The degree of valence refers to how attractive or unattractive an outcome is to a worker. Furthermore, as described in the need theory, workers have a preference hence they tend to consider valent outcomes that gratify their needs (George & Jones, 2012).

In addition, the theory recommends that outcomes should be related to desired workplace behaviors, work performance and productivity (George & Jones, 2012). This in relation to instrumentality, which is the second element associated with the theory, refers to the worker's beliefs and confidence that first level outcomes will lead to second level outcomes (Vroom, 1964). It can be defined as the perception of workers as regards the likelihood of performing effectively if they commit their energy, skills, and time creatively and innovatively in discharging their duties (Purvis, Zagenczyk & McCray, 2015).

Instrumentality is also directed towards achieving higher-order outcomes, and describes the extent at which primary level outcomes precede anticipated secondary level outcomes (Parashar, 2016). This is to say that workers will place high valence on performance at higher levels when they believe that such a level of performance is instrumental in gaining other gratifying outcomes (e.g. additional pay). Likewise, they will also place a high valence if performance at higher levels is instrumental in preventing outcomes that they want to prevent (Estes & Polnick, 2012). Like valence, instrumentality may be positively or negatively inclined, and can also differ in size and magnitude (George & Jones, 2012). Furthermore, Instrumentality will probably be low if workers perceive that valued rewards accompany all levels of performance (Estes & Polnick, 2012). High Instrumentality, that is where workers believe that with specific levels of performance expected outcomes will be achieved, are very effective in motivating workers (George & Jones, 2012). At times, regardless of what workers perceive that extremely valent outcomes will result mainly from work performance, workers may still not be inspired to perform at higher levels (George & Jones, 2012).

At this point, the third element of the theory referred to as expectancy is considered. Expectancy is the momentary belief regarding the possibility that a specific action will be accompanied by a specific outcome (Estes & Polnick, 2012). This belief is generally embedded in a particular worker's previous experiences, self-worth and how challenging the performance standard or

objective is perceived to be. Expectancy provides an in-depth understanding of why morale can be low even when instrumentality and valence is high, hence it is the perception that actions, or individual efforts, may lead to expected outcomes (Parashar, 2016). It claims that workers will be moved to perform at higher levels only if they believe they have the capacity to do so (George & Jones, 2012). This means that regardless of how valent or high instrumentality and other elements may be, if workers do not have the conviction that they can perform at a particular level, they will lack the motivation to do so. This validates the claim associated with the subject of self-efficacy that workers sometimes lack the conviction that their efforts will yield the desired level of performance (George & Jones, 2012).

An Understanding of the elements in expectancy theory; valence, instrumentality, and expectancy, gives an idea of the reasons behind employee involvement in achieving preferred organizational outcomes (Purvis, Zagenczyk & McCray, 2015). Although these elements can individually affect employee motivation, they can however have a more influential effect on motivation if they are integrated (Estes and Polnick, 2012). It can also be established that these elements mentally affect the beliefs of workers, and triggers motivational forces that eventually influences employee behaviors.

George and Jones (2012) mentioned that for workers to be motivated and perform at higher levels, all conditions must be satisfied. Firstly, valence must be high; workers must crave the outcomes that the organization offers. Secondly, instrumentality must be high, which means that workers perceive that they must perform at high levels if they are to achieve the outcome. Finally, expectancy must be high, indicating that workers must believe that working hard and committing their energy will bring about higher levels of performance (George & Jones, 2012).

The theory suggested that if one amongst the three conditions is not fulfilled, there will be a lack of motivation (George & Jones, 2012). As such, workers must be convinced that performing assigned tasks at higher levels will lead to the achievement of desired outcomes, as regards the positivity of instrumentality, workers must believe that expected outcomes will be obtained, also for positive valent outcomes, workers must believe they can truly perform at a very high level if they commit their effort, leading to high expectancy (George & Jones, 2012).

This theory lays emphasis on the psychological processes concerning choice. It considers the self-interests associated with aligning rewards based on worker's needs, wants and the relationships

amongst desired behaviors, rewards and organizational goals. For businesses, it aids them in relating rewards directly to performance while making sure that rewards are merited and appealing to workers. The theory assumes that behaviors result from deliberate choices amongst alternative outcomes with the objective of maximizing satisfaction and minimizing pain. Vroom recognized that a worker's performance is centered on individual elements such as nature, abilities, knowledge, experience, qualifications and skills. He stated that effort, performance and outcomes are related to employee motivation. Several elements comprising expectancy, instrumentality and valence were utilized in supporting the theory. Remarkably, this theory is a function of perception meaning that managers may feel that they have made available all things suitable for motivation, and although this might work for most of the employees in the organization, it does not guarantee that all the workers will be motivated by it.

This theory may appear to be most appropriate in a traditionally inclined work setting where a worker's level of motivation is dependent on whether they desire the reward offered for good performances and if they are convinced that committing their effort will result in obtaining that reward. Although, it can be equally applied in situations where individuals do certain things because they anticipate a positive outcome.

For instance, an individual may recycle paper because of the thought that it is vital to preserve resources and take a standpoint on environmentally inclined matters (valence); also the individual's belief that the more effort they commit into recycling, the more paper they recycle (expectancy); and lastly the thought that as more papers are recycled the lesser the resource utilization (instrumentality). Therefore, the logic of the model is not based on selfish interests in rewards, but on the relations individuals make toward the estimation of an outcome and the commitment they make in achieving those outcomes. The theory projects that the workforce of an organization will be motivated if they are convinced that:

- i. Committing their efforts will result in improved work performances
- ii. Improved work performance will result in organizational rewards, like increase in salaries and other benefits
- iii. Rewards offered are of value to members of the workforce.

In attempt to improve the performance-outcome relationship, employers should consider using methods linking rewards strictly to productivity. Managers should make sure that rewards provided



are merited and desired by the workers. As regards improving the effort-performance relationship, management should participate in developing their workforce to improve their competencies and beliefs that more effort will certainly result in better performance and productivity levels.

### **Critique of the Theory**

This theory of motivation has specifically been targeted by a lot of critics, (Lawler, 2003; Porter & Lawler, 1968). It was initially proposed by Victor Vroom (Vroom, 1964). The criticisms levied against the theory are more of extensions to the original conceptions rather than deviations from them. In fact, Vroom made a self-declaration that the theory of motivation should subsequently be improved or upgraded with discoveries from the most recent studies.

One of the main criticisms associated with this theory is its simplicity. This is as a result of its failure to take into cognizance the various degrees of effort put in by a worker. Furthermore, the notion that certain rewards can induce workers to commit more efforts so as to attain the reward, but disregard the possibility that those rewards in question may have an adverse effect on the worker. For instance an increase in salary may cause the worker higher taxes (Porter & Lawler, 1968).

It is also claimed that the simple nature of this theory is misleading because of the assumptions that if a manager offers a reward, like monetary increments or advancement, appealing enough to workers, they will raise their productivity levels to get the reward. Oliver (1974) viewed that this would only work if workers are certain that such rewards can satisfy their needs. For instance, a two dollar increment in pay may not be appealing to workers if the increment drives them to a higher tax bracket making them believe that their total pay in actual terms have decreased. Equally, an advancement that offers a higher status but entails longer hours at work might be a restraining factor to workers who value their evenings and weekends with their family.

According to Stone & Henry (2003) the value of this theory from a manager's viewpoint is dependent on the manager's ability to make an assumption on the motivational strength of the reward in terms of how appealing and valuable it is for the workers. Therefore, it is imperative that use of rewards comply with the law of Effect where:

- i. Positively rewarded performances will tend to increase in frequency.
- ii. Negatively rewarded performances will tend to reduce in frequency.
- iii. The nature of the reinforcements as well as its timing will influence the frequency of the performance.

## **Relevance of the theory**

Vroom's theoretical model finds application in driving worker productivity via motivation. The board of an organization can relate positive valence of workers to higher performances, and make sure that the relationship is properly communicated to workers.

Managers, in numerous ways including mental tests or counseling, can comprehend the sort of rewards workers find appealing which may be intrinsic rewards or extrinsic rewards, and can make appropriate changes in compensating them. To protect expectations, managers can ascertain the resources, kinds of training and level of supervision required. Also, managers need to make sure that the organization fulfills its promises concerning rewards and create that consciousness that the organization constantly fulfills its promises. This may call for a change in the organization's culture to improve communication and transparency.

However, this theory is very relevant to organizations because it does not only identify the reasons an employee performs his/her job but also gives employers and managers an insight on why they perform their jobs at certain levels. For example, the motive or motivation for showing up to work and finishing assigned jobs is a steady paycheck. On the other hand, this theory can give detailed information as to the reasons workers choose to maintain perfect attendance and carry out their duties while producing high quality performances. The reasons behind the expectations of workers who give thought to their manager's responses to high level performances or high productivity levels is the need for positive evaluation or advancement.

## **2.3 Empirical Framework**

Various studies have examined the effect of extrinsic and intrinsic motivation on a workers' performance and productivity levels. Also most of these studies have obtained different results from their analysis. For instance, Rewards that an individual receives be it intrinsic or extrinsic are very essential in understanding the concept of motivation. Previous studies have proposed that rewards leads to fulfillment and can affect a worker' to be affected, which directly influences the performance as well as productivity levels of the employee. Lawler (1968) stated that certain elements affect worker's productivity levels in relation to their jobs. First, productivity is dependent on the amount of monetary or non-monetary benefits they actually receive as opposed to the amount they feel they deserve. Also, evaluating what other workers receive in comparison to their own affects their individual performances, while the worker's contentment with both

intrinsic and extrinsic rewards acquired has an effect on overall work performance and productivity levels. Furthermore, workers vary largely in the rewards they crave and the degree of value they attribute to each reward. Finally, it is observed that extrinsic rewards tend to please workers more than intrinsic because they lead to the achievement of other rewards. As such, these observations propose the necessity for a diverse reward system.

The research carried out by Lin (2007) on the assessment of intrinsic and extrinsic motivation on employee productivity, The results gotten from the examination revealed that there was a significant correlation between extrinsic motivation and the productivity level of the workers, while that of intrinsic motivation was statistically less significant than extrinsic even though a correlation also existed between intrinsic factors and workers' productivity levels. As a result, implications of the findings for future study were stated.

Jibowo (2007) in the study; motivation and workplace productivity amongst workers basically assumed the similar methods as (Herzberg, 2000). The study shows some supports for the impact of motivation on productivity. However more value was placed on extrinsic factors than intrinsic. Another research by Centres and Bugental (2007), also based their inquiry on Herzberg's two-factor theory of motivation, which divided job variables into several groups: hygiene factors and motivators. They utilized a population of 692 participants to test the rationality of the theory on worker effectiveness and efficiency levels. It was revealed that at higher professional levels, motivators or Intrinsic job elements were more appreciated, while at lower occupational levels hygiene factors or extrinsic job elements were more appreciated. As a result, they concluded that organizations that fulfill both intrinsic and extrinsic elements influencing employees' behavior are able to gain the best out of them.

Also Taylor and Vest (1992) investigated the effect of financial incentives and its removal on workers performance and productivity; it revealed that participants in the experimental group who received personal inducements performed better than those in the control group. Assam (2002) also examined the role of extrinsic and intrinsic motivation on productivity among Nigerian workers, it showed that using a sample of employees of high and low professional levels. The assumption that low income employees will be inherently motivated and highly productive was not validated, and the assumption that higher incomes employees will place great values on

intrinsic motivational elements than low income employees was also not validated. This explicitly illustrates the degree of value workers place on extrinsic motivational elements even in the absence of any significant change in motivational levels across various classes of employees in the organization.

(Baase, 2009) perceived that poor compensation is linked to the profitability of an organization. Wage differences amongst high and low salary recipients was linked to the loss of morale, lack of commitment and low productivity. Also Nwachukwu (2004) attributed the decline in productivity levels of employees on some elements, amongst them is a company's failure to cater for the well-being of their staff, provide adequate compensation, training and career development, adequate working conditions, suitable working environment and failure to promote cordial relationships amongst co-workers, managers and their organizations which is very demoralizing to the workforce leading to reduced their levels of productivity.

An investigation which is of importance to this research, is that carried out by (Lake, 2000). He Studied the relationship between motivation and job effectiveness of various workers taking into account their attitudes to the job in question. The study concluded that most workers placed more importance on extrinsic factors than intrinsic factors citing the need to satisfy other needs as a major criteria for their choice. He also noted that majority of the research participants cited poor work environment, inadequate working conditions and a lack of resources as factors affecting worker efficiency levels in most organizations.

Also, in a similar research, (Akerle, 2001) equated the comparative position of ten motivational tools such as pay, training, security, etc. considered external to the job, and other internal factors like employee well-being, good relationships with managers, responsibility etc. among 80 employees of an organization. It was assumed that greater value will be put on internal rather than external job factors. However, findings failed to validate the assumption as it was revealed that two extrinsic factors sufficient compensation and job safety were rated as the most important tools. The above are practical works undertaken by various scholars in the area of motivation and productivity. Based on these empirical examinations and conclusions, one may possibly deduce that both intrinsic and extrinsic motivational factors are very essential in improving workers productivity levels in the workplace. As such an individual's performance levels, can be expected to result in higher productivity if the right motivational tools are put in place.

However, the question is “to what extent can motivation be it extrinsic or intrinsic induce productivity levels taking into deliberation the arguments for and arguments against the fact that motivation as a concept is complex and relative to individuals.

## **2.4 Gaps in Literature**

Despite the increasing effects of motivation on employee productivity, there is still limited literature on its effect in developing countries (Ofori & Aryeetey 2011). This is because while a lot has been documented about the concept of motivation in advanced nations, most works related to motivation in areas concerning productivity in less industrialized nations are hardly found. In addition, it was observed that very little information was provided on intrinsic motivational factors such as relationship with co-workers and managers as it relates to productivity while excess information was provided with regards to extrinsic motivational factors.

The existing studies in this relation (Lawler 1968; Lin 2007, Centres & Bugental 2007; Nwachukwu 2004; Baase 2009; Akerele 2001; Jibowo 2007; Taylor & Vest 1992; Assam 2002) amongst others have taken a general focus on performance creating a gap on issues related to productivity. Also, related studies in developing countries have failed to consider the manufacturing industries in Nigeria.

Finally it was observed that very few examinations have been conducted in the aspect of workforce motivation with respect to manufacturing industries in Nigeria. This study while validating some empirical works has bridged the gap between existing literatures by providing evidence on the effect of workplace motivation on employee productivity in manufacturing industries.

## **2.5 Summary of the Chapter**

Although the concept of motivation is extensively recognized as an important tool in attaining high employee and organizational performance and productivity levels, it is however very complex, relative and unique to members of a workforce. This is to say that what motivates or appeals to one individual may in no way appeal to another because people differ in terms of wants and needs. Therefore, it is imperative for organizations, employers and their managers to display positive disposition in applying the concept of motivation in order to elicit reciprocal positive gestures, behaviors and high levels of performance and productivity from the members of its workforce.

Organizational productivity can be enhanced through motivational factors be it intrinsic or extrinsic in nature but the right mix of both factors is essential as no one factor should be underestimated or should one gain preference over the other.

Intrinsic motivational factors are in every way as important as extrinsic motivational factors as such managers must strive to continually deliver a unique mix of value to ensure that the members of its workforce are and stay highly motivated. This is because as motivation increases chances are that productivity will also increase. Therefore an employee's welfare in terms of well-being, compensation, relationships with co-workers as well as managers, training and development and also work environment should not be taken for granted as far as productivity is concerned. Managers should seek to ensure that employees are extrinsically well motivated with a view to ensuring they remain intrinsically attached to their jobs. It is therefore necessary for organizations and businesses alike to understand that employees are also as important as its customer base and are an asset to the survival of any given business enterprise.

Also, it is imperative to understand that the theories being discussed in this research that is Maslow's hierarchy of needs theory, Herzberg's two-factor theory and Vroom's expectancy theory may have been validated in some literatures and also have been extensively criticized in others for various reasons. However they are still applicable in the present more complicated and diverse work environment. Although a most empirical works have for one reason or the other invalidated these theories, they should not be dismissed but rather should be viewed as a simple model that has successfully made a substantial addition to the field of motivation and has broadened our knowledge of a worker's approach towards the job. Also it has provided or laid the groundwork for potential researchers who may wish to continually form new and better principles of job satisfaction and workforce motivation.

(Smerek & Peterson, 2007) stated that testing a theory may not always be the best approach to determining its worth. This is because theories that endure the test of time, incorporates itself into basic perceptions about managing humans, and continues to generate ideas for potential researchers and intellectuals are theories that have proven their worth. The hierarchy of needs, two-factor and expectancy theories all belong in this category

Finally, this review of empirical studies will be concluded with the position of (Davies, 2000), which suggests that motivation both intrinsic and extrinsic have a significant effect on workers

productivity and performance levels as such vital to the growth, stability, development and success of any organization.

## **CHAPTER THREE**

### **RESEARCH METHODS**

#### **Introduction**

This chapter focuses on the systematic approach for solving the research problem in the study and highlights the instruments and techniques used to seek solutions to the research problem. It consists of the research design, sample population, sample frame, sample size determination, sampling techniques, research instruments, validity and reliability of research instruments and methods of data analysis. The purpose of this research is to examine the effect of employee motivation on organizational productivity. The May & Baker Plc Ota, Ogun state was the only selected organization used as a study in this research.

#### **3.1 Research Design**

Coopers and Schindler (2006) suggested that the research design is the structure of investigation aimed at identifying variables and their relationships to one another. It refers to the blue print, plan and guidelines utilized in data analysis with respect to the study. It is a necessary step required in a research process if research problems and hypothesis are to be adequately addressed. Descriptive research design and causal research design as well as the survey method was used. Descriptive research design was used to describe some phenomena because it aids a researcher in gathering,

summarizing, presenting and interpreting information for the purpose of clarification while the causal research design was used to describe the effect of one variable on another that is establish cause and effect relationship (Mugenda & Mugenda, 2003). The researcher also utilized the survey strategy for this study because it creates room for gathering large amounts of data from a sizeable population in a cost-effective way (Osuagwu, 2006).

### **3.2 Population of the Study**

The study population was 475 staff of the May & Baker Plc. The research instrument would be surveyed on the workforce of the organization considering the fact that they all fall under the category of employees within an organization (Osuagwu, 2006; Ngechu, 2006).

### **3.3 Sample Frame**

This is the list of all the workers used as a representative of the population in a study. It refers to a collection of all the items that constitute a population from which a sample is drawn (Mugenda & Mugenda, 2003). In this research, the sample frame is the list of employees of the May & Baker Plc.

### **3.4 Determination of Sample Size**

Sampling is concerned with the choice of a subgroup of individuals from the target population in order to enable the estimation of the characteristics of the entire population (Singh and Masuku, 2014). It is vital to use an adequate number of subjects so as to ensure a higher probability that results of the study will be more generalizable and interpretable (Mugenda, 2008).

The sample size was calculated using the “sample size determining for research activity table” by (Krejcie and Morgan, 1970). In estimating the sample size, a 5 percent margin of error (confidence interval) and 95 percent confidence level was used. The sample size for the study therefore is two hundred and seventeen (217) for a sample population of four hundred and seventy five (475)

### **3.5 The Sampling Technique**



The stratified random sampling was utilized in this study. This was done by segmenting the workers based on their job status ranging from senior staff, junior staff, contract and casual workers. This technique is appropriate in order to ensure that every element in the sampling frame has an equal opportunity of being selected (Eshiteti, Okaka, Maragia, Odera & Akerele, 2013, Oladipo & AbdulKadir, 2011; Singh & Masuku, 2014).

### **3.6 Sources of Data Collection**

Data collection involves gathering of relevant and important data used for conducting a particular research work. It is the basis for acquiring data. Data can be collected in two ways which are; primary data and secondary data.

Primary source of data was used for gathering data in this research work. It is the data collected for the purpose of the research, these are the responses generated or obtained from administered questionnaires (Mugenda & Mugenda, 2003).

The questionnaire research instrument was used in this research work to gather information because it helps to access a large number of respondents at a minimal cost. The data collected would be gathered, sorted, and analyzed with the use of Statistical Package for Social Sciences.

### **3.7 Instrument for Data Collection**

The instrument used for data collection for in this study is the questionnaire, the questionnaires were self-administered. A questionnaire is a structured or semi structured instrument, an array of questions to be answered by persons in order to provide information for a specific purpose. The questionnaire is structured about the research objectives, the research questions and the research hypotheses (Mugenda and Mugenda, 2003). For the purpose of this research, the questionnaire was based on close-ended questions aimed at generating brief and specific answers from the participants. The questionnaire was adopted and modified based on the study of Adeniji, (2011); Kibui, Gachunga, & Namusonge, (2014) and McAllister (1995).

The questionnaire used for this study consists of three sections. Section A was based on the respondents' bio-data using five items, section B contained 30 statements concerning workplace motivation and section C contained 10 statements about employee productivity. Five-point Likert

scale (5-Strongly Agreed, 4- Agree, 3-Undecided, 2- Disagree, 1- Strongly Disagree) that best describes the extent to which the respondents agree with each items in the questionnaire was used.

### **3.8 Validity of Research Instrument**

The validity of test reveals the degree to which a measuring instrument measures what it is intended to measure Norland (1990). He stated that the accuracy and significance of inferences are based on research results. The validity of the research instrument is determined by the amount of build in error in measurement.

Copies of the survey were made accessible to experts in this study such as my supervisor for comments and opinions so as to create validity in terms of contrast, content, criterion and readability in order for it to be suitable for the objectives of the study. Areas that are not needed where removed and other areas where collected and added to the research .Also areas considered irrelevant to the study were removed while others were collected and added to the research work.

Content and face validity was used in determining the validity of the research. Content validity is the extent to which a measuring instrument provides suitable coverage for current study that is research items measure the variables of the study while face validity is face to face check. The validity of the research instrument is to be gotten from the various questions posed to the respondents (Ojo, 2003).

### **3.9 Reliability of Research Instrument**

Reliability is the degree to which a measurement is consistent with similar results over time. Measurements can be reliable and yet not useful but if measurements are useful or valid, it is certainly reliable. Also measurements that lack reliability also lacks validity. Reliable measurements show stability when tests are repeated with similar outcomes (Ojo, 2003).

Reliability of the research instrument involves the consistency of the result obtained with the instrument and if the instrument gives similar, close or the same result if the study is repeated under the same assumptions (Osugwu, 2006). For Cronbach's alpha test; this is relating each measurement item with the other measurement item so as to obtain the average inter relationship for all the paired associations. Cronbach's alpha method of reliability is for measuring the reliability of this research work (Ojo, 2003). The literature reveals that acceptable reliability should

fall between 0.70 and above, however 0.60 may be acceptable. A high value of Cronbach’s alpha test means that the stability, reliability and certainty of the instrument used in measurement is very assured (Singh & Masuku, 2014). The reliability score of the construct yielded a Cronbach’s alpha of  $r=0.868$  as shown below in the table below.

**Table 3.9.1: Reliability Statistics**

Cronbach's Alpha	No of Items
.868	45

### **3.10 Method of Data Presentation and Analysis**

For the analysis of data, the statistical package for social sciences (spss) was used. The statistical tools used to analyze the data include the following: descriptive analysis using frequency tables and percentages. Also, simple linear and multiple regression analysis in respect to the study hypothesis was used to measure the degree of the effects of independent variables on the dependent or outcome variables. Another statistic called R-square would be calculated based on the percentage of variations in the dependent variable that can be explained by the independent variable.

After distributing the questionnaires, data would be collected, coded and analyzed through the use of the Statistical Package for Social Science (SPSS). Regression analysis and descriptive statistics would be used to validate the data. Furthermore, distribution tables and frequency and percentages would be used for data interpretation. Also a master data sheet will be prepared with the use of the SPSS. Finally findings associated with the study were discussed in chapter 4.

### **3.11 Ethical Considerations**

- i. Management of the school and department were informed through a letter of introduction to the respondents
- ii. Oral consent was sought officially by the researcher from the human resource manager of the organization

- iii. Researcher ensured confidentiality and privacy of participants information
- iv. The researcher avoided the use of deceptive statement and questions during the course of the research
- v. The researcher ensured that participants were not coerced but participated willingly.
- vi. The researcher also ensured that no form of injury physical or mental affected the participants

## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

#### Introduction

This chapter provides a detailed analysis of data collected from field survey via the administration of questionnaire. The questionnaire comprises of three sections; A, B AND C. While section ‘A’ contains five (5) questions on the demographics of the respondents such as sex, age, education, marital status and job status, section ‘B’ contains thirty (30) questions on the aspect of motivation and section ‘C’ contains questions on productivity measures.

A total of 217 questionnaire were distributed to employees of the MAY & BAKER PLC Ota out of which one hundred and eighty five (185), representing about 85.4% of the respondents were returned properly and adequately completed. The data collected from the respondents via questionnaire were classified, organized and analyzed using the statistical package for social sciences SPSS as presented below:

#### 4.1 General Response Rate

Altogether, 217 copies of questionnaire were administered to the staff of MAY & BAKER through the random sampling technique, a total of 185 questionnaires were retrieved properly and adequately completed. Thus, this represents a response rate of 85.4%. All fully completed and retrieved 185 questionnaire were used in the analysis of this study.

#### 4.2. Socio-demographic Profile of the Respondents

This section shows the reported demographic profile of the sample, showing distribution in terms of gender, age, academic qualification, marital status and job status.

**TABLE 4.2.1: Demographic Profile**

<b>Demographic Characteristics</b>	<b>No of Respondents</b>	<b>Percentage</b>
<b>Gender</b>		
Male	105	56.8
Female	80	43.2
<b>Total</b>	<b>185</b>	<b>100%</b>

<b>Age</b>		
Below 30 years	63	34.1
31 – 40 years	59	31.9
41 - 50 years	38	20.5
Above 50 years	25	13.5
<b>Total</b>	<b>185</b>	<b>100%</b>
<b>Marital status</b>		
Single	73	39.5
Married	104	56.2
Divorced	8	4.3
<b>Total</b>	<b>185</b>	<b>100%</b>
<b>Educational Status</b>		
O'Level	8	4.3
NCE/OND	78	42.2
HND/B.SC	54	29.2
Postgraduate Degree	45	24.3
<b>Total</b>	<b>185</b>	<b>100%</b>
<b>Job Status</b>		
Senior Staff	48	25.9
Junior Staff	74	40.0
Contract Staff	29	15.7
Casual Staff	34	18.4
<b>Total</b>	<b>185</b>	<b>100%</b>

Source: Researcher's Field Survey Result (2017)

The table above shows the gender, age, marital, educational and job status distribution, of the sample population. It shows that 105 out of the total questionnaires returned were male representing 56.8% of the total sample size while 80 were female representing 43.2% of the total sample size. From the above analysis, it can be inferred that majority of the respondents were males. Also a large number of the respondents are below 30 years of age, specifically 63, and this represents 34.1% of the total sample followed by 59 respondents in the age bracket of 31-40 which represents 31.9% of the total sample. 38 respondents are in the age bracket of 41-50 making up

20.5% of the total sample while 25 respondents are above 50 years of age representing just 13.5% of the total sample size. The table also presented information on the educational status of the respondents. It shows that 78 respondents have an NCE/OND degree making up 42.2% of the total respondents. 54 respondents have a Bachelor's degree representing 29.2% of the total respondents. 45 respondents have a postgraduate degree representing 24.3% of the total respondents. 8 respondents have an O' Level certificate making up 4.3% of the total respondents. It is vivid that majority of the respondents have a Bachelor's degree as their highest academic qualification. Furthermore, regarding the marital status of the sample population. It shows that 104 respondents are married, representing 56.2% of the sample population which is clearly the largest. 73 respondents are single and this represents 39.5% of the total respondents. Only 8 respondents are divorced and this represents 4.3% of the total sample size. It can thus be inferred that majority of the respondents are married. Finally, the greatest number of respondents are junior staffs representing 40% of the total respondents. 48 respondents are senior staffs making up 25.9% while casual staff 34 and contract staffs 29 make up 18.4% and 15.7% respectively.

#### **4.3: Descriptive Analysis of Data on Relevant Variables**

This section focuses on the responses of the respondents to statements concerning workplace motivation and employee productivity. Respondents indicated whether they “strongly agree”, “agree”, “Undecided”, “disagree”, or “strongly disagree” with the statements provided. Below are the statements and the tables showing the frequency and percentage distribution of responses along with their interpretations.

**Table 4.3.1: Employee Well-being of the Workers**

S/NO	EMPLOYEE WELL-BEING	SA %	A %	N %	D %	SD %	$\bar{x}$	$\sigma^2$
Q1	I am okay with my present working conditions	4.3	13.0	30.8	43.2	8.6	2.61	.967
Q2	Work pressure puts stress on me	10.8	21.1	49.2	14.6	4.3	3.19	.964
Q3	I feel safe at work	2.2	39.5	36.8	17.3	4.3	3.18	.894
Q4	The company provides me with adequate leave and holiday period	4.3	16.8	27.0	43.2	8.6	2.65	1.000
Q5	My company does a lot as regards the health and safety of its employees	2.2	21.6	28.1	45.9	2.2	2.76	.891

Source: Researcher's Field Survey Result (2017)

TABLE 4.3.1: describes the responses of participants as regards the well-being of employees.

In Q1, the table shows that majority of the respondents, precisely 80(43.2%) disagree with the statement. Also a significant number of the respondents specifically 57(30.8%) were neutral while 24(13.0%) respondents tend to agree with the statement. 16(8.3%) of the respondents strongly disagree as opposed to the remaining 8(4.3%) who strongly agree with the statement. The implication of the mean at 2.61 indicates that most of the respondents are inclined towards disagree.

In Q2, a vast number of the respondents 91(49.2%) are neutral while 39(21.1%) agree with the statement. Also 20(10.8%) of the respondents strongly agree while 27(14.6%) disagree with the statement. Only 8(4.3%) of the respondents strongly disagree with the statement. The implication of the mean at 3.19 indicates that most of the respondents are leaning towards agree.



In Q3, a greater number of the respondents 73(39.5%) elected to agree with the statement. Although 68(36.8%) of the workforce were neutral, 32(17.3%) of the respondents disagree while 8(4.3%) strongly disagrees with the statement. Only 4(2.2%) of the workforce strongly agree with the statement. The implication of the mean at 3.18 indicates that most of the respondents are leaning towards agree.

In Q4, Majority of the respondents, precisely 80(43.2%) of the workforce tend to disagree with the statement while 50(27%) of the respondents are neutral. 31(16.8%) tends to agree with the statement while 16(8.6%) of the workforce strongly disagree with the statement. Only 8(4.3%) of the workforce tend to strongly agree with the statement. The implication of the mean at 2.65 indicates that most of the respondents are leaning towards disagree.

Finally in Q5, 85 respondents constituting a majority of 45.9% disagree with the statement while 52(28.1%) are neutral. Also 40(21.6%) of the workforce agree with the statement. Of the 8 respondents remaining, 4 respondents tend to strongly agree while the other 4 strongly disagree with the statement each making up 2.2% of the entire workforce. The implication of the mean at 2.76 indicates that most of the respondents are leaning towards disagree.

**Table 4.3.2: Employee relationship with co-workers**

S/NO	RELATIONSHIP WITH CO-WORKERS	SA %	A %	N %	D %	SD %	$\bar{x}$	$\sigma^2$
Q1	My R-ship with my co-workers is strictly professional	10.3	21.6	43.2	16.2	8.6	3.09	1.065
Q2	I enjoy working with my co-workers	21.1	64.3	13.0	1.6	0	4.05	.637
Q3	I enjoy a friendly relationship with my co-workers outside of work	18.4	56.8	18.9	3.8	2.2	3.85	.838
Q4	My company organizes social functions and get together parties for all staff	4.3	27.0	45.4	23.2	0	3.12	.815
Q5	My company does a lot to improve the relationship amongst all staff	2.2	27.0	51.4	19.5	0	3.12	.735

Source: Researcher's Field Survey Result (2016)

Table 4.3.2 describes the responses relating to relationships that exists among co-workers of the organization

In Q1, This table shows that a great number specifically 80 of the respondents constituting 43.2% of the workforce are neutral about the statement. Another 40 (21.6%) of the respondents tend to agree with the statement. Also 30 (16.2%) of the respondents disagree with the statement while 16 respondents (8.6%) of the workforce strongly disagree. Only 19 (10.3%) of the entire workforce strongly agree with the statement. The implication of the mean at 3.09 indicates that most of the respondents are leaning towards agree.

In Q2, The table also shows that most of the respondents 119 (64.3%) agree with the statement. Furthermore 39 (21.1%) of the respondents strongly agree with the statement. Although 24(13%) of the respondents were neutral, the remaining 3(1.6%) of the workforce disagree with the statement. No respondent strongly disagrees with the statement. The implication of the mean at 4.05 indicates that most of the respondents are leaning strongly towards agree.

Most workers 105(56.8%) of the respondents agree with the statement in Q3 while 35(18.9%) are neutral. Also 34(18.4%) of the respondents strongly agree with the statement while 7(3.8%) disagree. Only 4(2.2%) strongly disagrees with the statement. The implication of the mean at 3.85 indicates that most of the respondents are leaning towards agree.

Results from the table shows that 84(45.4%) of the respondents are neutral about the statement in Q4. 50(27%) agree with the statement, 43(23.2%) disagree while 8(4.3%) of the respondents strongly agree with the statement. None of the respondents strongly disagree with the statement. The implication of the mean at 3.12 indicates that most of the respondents are leaning towards agree.

In Q5, Majority that is 95(51.4%) of the respondents are neutral while 50(27%) tend to agree with the statement. Also 36(19.5%) disagree with the statement while the remaining 4(2.2%) strongly agree. None of the respondents strongly disagree with the statement. The implication of the mean at 3.12 indicates that most of the respondents are leaning towards agree.

**Table 4.3.3: Employee relationship with Managers**

S/NO	RELATIONSHIP WITH MANAGERS	SA %	A %	N %	D %	SD %	$\bar{x}$	$\sigma^2$
Q1	My relationship with my managers is strictly professional	21.1	30.3	44.9	3.8	0	3.69	.846
Q2	My manager criticizes me when I fail to meet expectations	27.6	65.4	7.0	0	0	4.21	.553
Q3	I receive credit or praise from my manager when I meet or exceed expectations	16.2	63.8	20.0	0	0	3.96	.602
Q4	My manager involves me in decision making processes	8.1	34.6	40.5	10.3	6.5	3.28	.981
Q5	I enjoy a friendly relationship with my manager outside of work	1.6	23.2	40.0	20.0	(15.1%)	2.76	1.026

Source: Researcher's Field Survey Result (2017)

Figure 4.3.3 describes the frequency and percentage of responses as regards relationships with their managers

The table indicates that in Q1, a high number of respondents that is 83(44.9%) are neutral while 56(30.3%) tend to agree with the statement. 39(21.1%) strongly agree with the statement and 7(3.8%) disagree with the statement. None of the respondents strongly disagree with the statement. The implication of the mean at 3.69 indicates that most of the respondents are leaning towards agree.

Majority of the respondents 121(65.4%) agrees with the statement in Q2, 51(27.6%) strongly agree and 13(7%) are neutral. None of the respondents disagree or strongly disagree with the statement. The implication of the mean at 4.21 indicates that most of the respondents are leaning towards agree.

A great number of the respondents in Q3 that is 118(63.8%) agree with the statement, 37(20%) were neutral while 30(16.2%) strongly agree with the statement. None of the respondents disagree or strongly disagree with the statement. The implication of the mean at 3.96 indicates that most of the respondents are leaning towards agree.

Most of the respondents in Q4 which comprises 75(40.5%) are neutral about the statement, 64(34.6%) agree with the statement while 19(10.3%) disagree with the statement. Only 15(8.1%) strongly agree with the statement leaving 12(6.5%) who strongly disagree. The implication of the mean at 3.28 indicates that most of the respondents are leaning towards agree.

Finally 74(40%) of the respondents are neutral or undecided about the statement in Q5. 43(23.2%) agree, 32(20%) tends to disagree while 28(15.1%) strongly disagree and only 3(1.6%) strongly agrees with the statement. The implication of the mean at 2.76 indicates that most of the respondents are leaning towards disagree.

**Table 4.3.4: Employee responses regarding Work environment**

S/NO	WORK ENVIRONMENT	SA %	A %	N %	D %	SD %	$\bar{x}$	$\sigma^2$
Q1	I enjoy a conducive and friendly work environment	4.3	15.1	45.9	28.1	6.5	2.83	.916
Q2	My company does a lot to improve the work environment	2.2	21.6	52.4	21.6	2.2	3.00	.780
Q3	I enjoy a certain level of autonomy in discharging my duties	5.9	40.0	33.5	18.4	2.2	3.29	.910
Q4	My company organizes routine safety environmental programs	8.6	27.0	44.9	19.5	0	3.25	.868
Q5	My office is spacious and comfortable	0	15.1	33.0	37.3	14.6	2.49	.921

Source: Researcher’s Field Survey Result (2017)

Figure 4.3.4 shows the frequency and percentages of responses in regards to work environment

The table above shows that most of the respondents that is 85(45.9%) are neutral about the statement in Q1. 52(28.1%) disagree with this statement, 28(15.1%) agree with the statement while 12(6.5%) strongly disagree with the statement as opposed to 8(4.3%) who strongly agree with the statement. The implication of the mean at 2.83 indicates that most of the respondents are leaning towards disagree.

In Q2, 97(52.9%) of the respondents are neutral about the statement. 40(21.6%) of the respondents agree with the statement as opposed to another 40(21.6%) of respondents who disagree with the

statement. Of the remaining 8 respondents 4(2.2%) strongly agree with the statement while the other 4(2.2%) strongly disagree with the statement. The implication of the mean at 3.00 indicates that most of the respondents are leaning towards neutral.

Majority of the respondents in Q3 comprising 74(40%) tends to agree with the statement. 62(33.5%) indicated that they were neutral while 34(18.4%) disagree with the statement. The rest comprising 11(5.9%) and 4(2.2%) strongly agree and strongly disagree with the statement respectively. The implication of the mean at 3.29 indicates that most of the respondents are leaning towards agree.

In Q4, a great number of the respondents precisely 83(44.9%) are neutral about the statement. 50(27%) tends to agree with the statement while 36(19.5%) disagree. Only 16(8.6%) strongly agrees with the statement. None of the respondents strongly disagree with the statement. The implication of the mean at 3.25 indicates that most of the respondents are leaning towards agree.

Finally, in Q5 the highest number of respondents 69(37.3%) appeared to disagree with the statement. Another 61(33%) were neutral while 28(15.1%) agreed with the statement. The remaining 27(14.6%) strongly disagree with the statement meanwhile none of the respondents strongly agree with the statement. The implication of the mean at 2.49 indicates that most of the respondents are leaning towards agree.

**Table 4.3.5: Employee responses regarding Compensation**

S/NO	COMPENSATION	SA %	A %	N %	D %	SD %	$\bar{x}$	$\sigma^2$
Q1	My company pays me well	2.2	27.6	29.2	32.4	8.6	2.82	1.003
Q2	I believe more incentives should be included in my total reward package	75.1	20.5	2.2	2.2	0	4.69	.625
Q3	I am not satisfied with my current pay	13.0	39.5	37.3	8.1	2.2	3.53	.897
Q4	I prefer in-kind rewards to cash rewards	33.0	3.8	2.2	18.9	42.2	2.66	1.771
Q5	I receive allowances for special duties and overtime on the job	11.9	19.5	38.4	30.3	0	2.13	.980

Source: Researcher's Field Survey Result (2017)

Figure 4.3.5 shows the frequency and percentages of workers responses as regards compensation of workers

The table shows that in Q1 most of the respondents 60(32.4%) tend to disagree with the statement. 54(29.2%) are neutral while 51(27.6%) agree with the statement. Only 16(8.6%) of the respondents strongly disagree as opposed to 4(2.2%) who strongly agree with the statement. The implication of the mean at 2.82 indicates that most of the respondents are leaning towards disagree.

In Q2, a great number of the respondents precisely 139(75.1%) strongly agree with the statement. Another 38(20.5%) also agree with the statement. Of the remaining 8 respondents 4(2.2%) are



neutral while the other 4(2.2%) disagree with the statement, none of the respondents strongly disagree with the statement. The implication of the mean at 4.69 indicates that most of the respondents are leaning strongly towards agree.

In Q3, majority of the respondents specifically 73(39.5%) of the workforce agree with the statement. 69(37.3%) are neutral while 24(13.0%) strongly agree with the statement. Also 15(8.1%) of the respondents as well as 4(2.2%) tends to disagree and strongly disagree with the statement respectively. The implication of the mean at 3.53 indicates that most of the respondents are leaning towards agree.

The table also shows in Q4 that the highest number of respondents precisely 78(42.2%) of the respondents strongly disagree with the statement as opposed to 61(33.0%) who strongly agree with the statement. Also it shows that 35(18.9%) of the workforce disagree while 7(3.8%) agree with the statement. Only 4(2.2%) are neutral. The implication of the mean at 2.66 indicates that most of the respondents are leaning towards disagree.

Finally in Q5, most respondents 71(38.4%) are neutral about the statement. 56(30.3%) disagree, 36(19.5%) agree while 22(11.9%) strongly agree with the statement. None of the respondents strongly disagree with the statement. The implication of the mean at 3.12 indicates that most of the respondents are leaning towards disagree.

**Table 4.3.6: Training and Career Development of Workers**

S/NO	TRAINING/CAREER DEVELOPMENT	SA %	A %	N %	D %	SD %	$\bar{x}$	$\sigma^2$
Q1	My company has a training and development policy applicable to all employees	9.7	63.8	22.2	2.2	2.2	3.77	.741
Q2	I have attended skill acquisition programs sponsored by the company	8.1	30.3	30.3	27.0	4.3	3.11	1.032
Q3	Supervisors support the use of techniques learnt in training that employees bring back to their jobs	10.3	33.0	45.9	8.6	2.2	3.41	.868
Q4	My company links training and development with its business strategy	18.9	44.9	29.7	6.5	0	3.76	.833
Q5	Employees who use their skills are given preference for new assignments	8.1	25.9	57.8	6.5	1.6	3.32	.782

Source: Researcher's Field Survey Result (2017)

Figure 4.3.6 shows the frequency and percentages of responses as regards training and career development of workers

The table shows that in Q1 most of the respondents 118(63.8%) tend to agree with the statement. 41(22.2%) are neutral while 18(9.7%) strongly agree with the statement. Of the remaining 8 respondents 4(2.2%) disagree as opposed to 4(2.2%) who strongly disagree with the statement. The implication of the mean at 3.77 indicates that most of the respondents are leaning towards agree.

In Q2, 56(30.3%) of the respondents agree with the statement while another 56(30.3%) are neutral. Of the remaining respondents 50(27%) disagree while the other 15(8.1%) strongly agree with the statement. Only 8(4.3%) respondents strongly disagree with the statement. The implication of the mean at 3.11 indicates that most of the respondents are leaning towards agree.

In Q3, majority of the respondents specifically 85(45.9%) of the workforce are neutral. 61(33%) agree while 19(10.3%) strongly agree with the statement. Also 16(8.6%) of the respondents as well as 4(2.2%) tends to disagree and strongly disagree with the statement respectively. The implication of the mean at 3.41 indicates that most of the respondents are leaning towards agree.

The table also shows in Q4 that the highest number of respondents precisely 83(44.9%) of the respondents agree with the statement while 55(29.7%) are neutral. Also it shows that 35(18.9%) of the workforce strongly agree while 12(6.5%) disagree with the statement. None of the respondents strongly disagree with the statement. The implication of the mean at 3.76 indicates that most of the respondents are leaning towards agree.

Finally in Q5, most respondents 107(57.8%) are neutral about the statement. 48(25.9%) agree while 15(8.1%) strongly agree as opposed to 12(6.5%) and 3(1.6%) who disagree and strongly agree with the statement respectively. The implication of the mean at 3.32 indicates that most of the respondents are leaning towards agree.

**Table 4.3.7: Effectiveness of the Workers**

S/NO	EFFECTIVENESS	SA %	A %	N %	D %	SD %	$\bar{x}$	$\sigma^2$
Q1	Senior managers visibly demonstrate their commitment to quality by providing feedback	28.6	50.8	14.1	4.3	2.2	3.99	.894
Q2	My company provides realistic and clearly defined quality goals	20.5	47.6	27.6	2.2	2.2	3.82	.857
Q3	My company does a lot to ensure that workload is fair	3.8	25.4	56.2	12.4	2.2	3.16	.770
Q4	I have the tools and resources to do my job well	5.9	16.2	55.1	20.5	2.2	3.03	.833
Q5	My supervisor is always impressed with the results I get when he assigns work to me	15.7	48.1	31.9	0	4.3	3.71	.885

Source: Researcher's Field Survey Result (2017)

Figure 4.3.7 shows the frequency and percentages of responses as regards the level of effectiveness of the workers

The table above shows that most of the respondents that is 94(50.8%) agree with the statement in Q1. Also 53(28.6%) strongly agree with this statement. 26(14.1%) are neutral while 8(4.3%) disagree with the statement leaving 4(2.2%) who strongly agree with the statement. The implication of the mean at 3.99 indicates that most of the respondents are leaning towards agree.

In Q2, 88(47.6%) of the respondents agree with the statement while 51(27.6%) of the respondents are neutral. Also 38(20.5%) of the respondents strongly agree with the statement meanwhile of the

remaining 8 respondents 4(2.2%) disagree with the statement while the other 4(2.2%) strongly disagree with the statement. The implication of the mean at 3.82 indicates that most of the respondents are leaning towards agree.

Majority of the respondents in Q3 comprising 104(56.2%) indicated that they were neutral while 47(25.4%) tend to agree with the statement. Although 23(12.4%) disagree with the statement, the rest comprising 7(3.8%) and 4(2.2%) strongly agree and strongly disagree with the statement respectively. The implication of the mean at 3.16 indicates that most of the respondents are leaning towards agree.

In Q4, a great number of the respondents precisely 102(55.1%) are neutral about the statement. 38(27%) however chose to disagree with the statement while 30(16.2%) agree. Also 11(5.9%) strongly agrees with the statement while 4(2.2%) respondents strongly disagree with the statement. The implication of the mean at 3.03 indicates that most of the respondents are leaning towards agree.

Finally, in Q5 the highest number of respondents 89(48.1%) elected to agree with the statement. 59(31.9%) were neutral while 29(15.7%) strongly agreed with the statement. The remaining 8(4.3%) strongly disagree with the statement meanwhile none of the respondents disagreed with the statement. The implication of the mean at 3.71 indicates that most of the respondents are leaning towards agree.

**Table 4.3.8: Efficiency of the Workers**

S/NO	EFFICIENCY	SA %	A %	N %	D %	SD %	$\bar{x}$	$\sigma^2$
Q1	My boss always praise me for completing tasks assigned to me on record time	41.1	45.4	13.5	0	0	4.28	.687
Q2	My boss criticizes me for the waste of resources allocated to me while carrying out certain assignments	45.4	50.8	3.8	0	0	4.42	.566
Q3	My company provides me with a job schedule to ensure time is properly utilized	22.2	52.4	18.9	6.5	0	3.90	.815
Q4	I often get my job done properly in good time at the least cost possible	55.1	44.9	0	0	0	4.55	.499
Q5	I am very prudent with company resources because I am held accountable	61.1	36.8	2.2	0	0	4.59	.536

Source: Researcher's Field Survey Result (2017)

Figure 4.3.8 shows the frequency and percentages of responses as regards the level of efficiency of the workers

The table above shows that most of the respondents that is 84(45.4%) agree with the statement in Q1. Also 76(41.1%) of the respondents strongly agree while 25(13.5%) are neutral. None of the

respondents disagree or strongly disagree with the statement. The implication of the mean at 4.28 indicates that most of the respondents are leaning strongly towards agree.

In Q2, 94(50.8%) of the respondents agree with the statement. 84(45.4%) of the respondents strongly agree with the statement while the remaining 7(3.8%) of the respondents are neutral. None of the respondents disagree or strongly disagree with the statement. The implication of the mean at 4.42 indicates that most of the respondents are leaning strongly towards agree.

Majority of the respondents in Q3 comprising 97(52.4%) tends to agree with the statement. 41(22.2%) strongly agree with the statement while 35(18.9%) indicated that they were neutral. Only 12(6.5%) disagree with the statement. None of the respondents chose to strongly disagree with the statement. The implication of the mean at 3.90 indicates that most of the respondents are leaning towards agree.

In Q4, a great number of the respondents precisely 102(55.1%) appear to strongly agree with the statement. 83(44.9%) also agrees with the statement. None of the respondents are neutral neither did they choose to disagree nor strongly disagree with the statement. The implication of the mean at 4.55 indicates that most of the respondents are leaning strongly towards agree.

Finally, in Q5 the highest number of respondents 113(61.1%) appeared to strongly agree with the statement. 68(36.8%) of the respondents also agree with the statement leaving 4(2.2) of the respondents neutral. None of the respondents disagree or strongly disagree with the statement. The implication of the mean at 4.59 indicates that most of the respondents are leaning strongly towards agree.

#### **4.4 Test of Hypothesis**

Five (5) hypotheses were raised and tested using regression analysis in the course of this study. In regression analysis, when the significant (sig) value is less than 0.05 for 95% confidence level or less than 0.01 for 99% confidence level we accept the alternative hypothesis and reject the null hypothesis and vice versa.

In order to test the hypothesis linear regression analysis was used.

1. Employee well-being has no significant effect on the level of effectiveness of the worker

**Table 4.4.1a: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.663 <sup>a</sup>	.440	.431	.37617

Source: Author's Computation, 2017

a. Predictors: (Constant), Employee Well-being

Table 4.4.1a above revealed that there is a strong relationship at  $R = .663$  between employee well-being and the level of effectiveness of the worker. An examination of the table shows that  $R \text{ square} = .440$  which implies that employee well-being accounts for 44% of variations having a significant effect on the level of effectiveness of the worker.

**Table 4.4.1b: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.123	3	6.708	47.403	.000 <sup>b</sup>
	Residual	25.612	181	.142		
	Total	45.735	184			

Source: Author's Computation, 2017

a. Dependent Variable: Effectiveness

b. Predictors: (Constant), Employee Well-being

Table 4.4.1b shows that the F-value is the Mean Square Regression (6.708) divided by the Mean Square Residual (0.142), yielding  $F=47.403$ . From the results, the model in this table is statistically significant ( $\text{Sig} = .000$ ). Therefore, employee well-being is a significant predictor of effectiveness at  $F_{(3,184)} = 47.403$ .



**Table 4.4.1c: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.782	.236		3.309	.001
	EW	.230	.054	.266	4.272	.000

Source: Author's Computation, 2017

a. Dependent Variable: Effectiveness

The table above revealed the degree of influence of employee well-being on the effectiveness of the worker and its level of significance. The statistical results is given as; (Employee Well-being;  $\beta=.230$ ;  $t=4.272$ ;  $p<0.01$ ). The statistical result implies that employee well-being is a statistically significant predictor of effectiveness.

Linear Regression Model is given as  $Y = a + \beta X$

Where Y = Effectiveness

a = constant

$\beta x$  = Coefficient of X

Therefore Effectiveness =  $.782 + 0.230EW$

Based on the results in the Anova table above, the significance level for all items are less than 0.01 therefore we accept the alternative hypothesis and reject the null hypothesis. That is, employee well-being has a significant effect on the level of effectiveness of the worker.

2. Relationship with managers have no significant effect on the level of efficiency of the worker

**Table 4.4.2a: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.250 <sup>a</sup>	.063	.047	.45468

Source: Author's Computation, 2017

- a. Predictors: (Constant), Employee Relationship with Managers

Table 4.4.2a above revealed that there is a relationship at  $R = .250$  between employee relationship with managers and the level of efficiency of the worker. An examination of the table shows that the  $R^2 = .063$  which implies that employee relationship with managers accounts for only 6.3% of variations having a significant effect on the level of efficiency of the worker.

**Table 4.4.2b: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.503	3	.834	4.035	.008 <sup>b</sup>
	Residual	37.418	181	.207		
	Total	39.921	184			

Source: Author's Computation, 2017

- a. Dependent Variable: EFFICIENCY  
 b. Predictors: (Constant), Employee Relationship with Managers

Table 4.4.2b shows that the F-value is the Mean Square Regression (0.834) divided by the Mean Square Residual (0.207), yielding  $F=4.035$ . The model in this table shows that employee relationship with managers is statistically significant at ( $Sig = .008$ ) and is a significant predictor of efficiency at  $F(3,184) = 4.035$ .

**Table 4.4.2c: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.638	.286		12.735	.000
	RWM	.229	.093	.259	2.459	.015

Source: Author's Computation, 2017

a. Dependent Variable: Efficiency

The table above revealed the degree of influence of employee relationship with managers on the efficiency of the worker and its level of significance. The statistical results is given as; (Employee Relationship with Managers  $\beta = .019$ ;  $t = 1.171$ ;  $p > 0.05$ ). The statistical result implies that relationship with managers is a statistically significant predictor of efficiency.

Linear Regression Model is given as  $Y = a + \beta X$

Where  $Y = \text{Efficiency}$

$a = \text{constant}$

$\beta x = \text{Coefficient of } X$

Therefore Efficiency =  $3.638 + 0.019\text{RWM}$

Based on the results in the Anova table above, the significance level for employee relationship with managers is less than 0.01 therefore we accept the alternative hypothesis and reject the null hypothesis. That is employee relationship with managers have a significant effect on the level of efficiency of the worker.

3. Compensation has no significant effect on the level of effectiveness of the worker

**Table 4.4.3a: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.740 <sup>a</sup>	.548	.541	.33794

Source: Author's Computation, 2017

a. Predictors: (Constant), Compensation

Table 4.4.3a above revealed that there is a relationship at  $R = .740$  between compensation and the level of effectiveness of the worker. An examination of the table shows that the  $R^2 = .548$  which implies that compensation accounts for 54.8% of variations having a significant effect on the level of effectiveness of the worker.

**Table 4.4.3b: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.064	3	8.355	73.155	.000 <sup>b</sup>
	Residual	20.671	181	.114		
	Total	45.735	184			

Source: Author's Computation, 2017

a. Dependent Variable: Effectiveness

b. Predictors: (Constant), Compensation

Table 4.4.3b shows that the F-value is the Mean Square Regression (8.355) divided by the Mean Square Residual (0.114), yielding  $F = 73.155$ . The model reveals that compensation is statistically significant at ( $\text{Sig} = .000$ ) therefore it is a significant predictor of effectiveness at  $F_{(3,184)} = 73.155$ .

**Table 4.4.3c: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.806	.203		3.973	.000
	COMP	.146	.047	.161	3.118	.002

Source: Author's Computation, 2017

a. Dependent Variable: Effectiveness

The table above revealed the degree of influence compensation had on the effectiveness of the worker and its level of significance. The statistical results is given as; (Compensation;  $\beta = .146$ ;  $t=3.118$ ;  $p<0.05$ ). The statistical result implies that compensation is a statistically significant predictor of the level of effectiveness of the workers.

Linear Regression Model is given as  $Y = a + \beta X$

Where Y = Effectiveness

a = constant

$\beta x$  = Coefficient of X

Therefore Effectiveness =  $.806 + 0.146COMP$

Based on the results in the Anova table above, the significant levels for compensation is less than 0.01 therefore we accept the alternative hypothesis and reject the null hypothesis. That is, compensation has a significant effect on the level of effectiveness of the worker.

4. Training and career development have no significant effect on the level of efficiency of the worker

**Table 4.4.4a Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.345 <sup>a</sup>	.339	.104	.44086

Source: Author's Computation, 2017

a. Predictors: (Constant), Training and Career Development

Table 4.4.4a above revealed that there is a relationship at  $R = .345$  between training and career development and the level of efficiency of the worker. An examination of the table shows that the  $R^2 = .119$  which implies that training and career development accounts for only 33.9% of variations having a significant effect on the level of efficiency of the worker.

**Table 4.4.4b: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.742	3	1.581	8.132	.000 <sup>b</sup>
	Residual	35.179	181	.194		
	Total	39.921	184			

Source: Author's Computation, 2017

a. Dependent Variable: Efficiency

b. Predictors: (Constant), Training and Career Development

Table 4.4.4b shows that the F-value is the Mean Square Regression (1.581) divided by the Mean Square Residual (0.194), yielding  $F = 8.132$ . The table shows that training and career development is statistically significant at ( $\text{Sig} = .000$ ). Therefore it is a significant predictor of efficiency at  $F_{(3,184)} = 8.132$ .

**Table 4.4.4c: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.403	.265		12.859	.000
	TCD	.258	.056	.340	4.589	.000

Source: Author's Computation, 2017

a. Dependent Variable: Efficiency

The table above revealed the degree of influence training and career development has on the efficiency of the worker and its level of significance. The statistical result is given as (Training and Career Development;  $\beta = .258$ ;  $t = 4.589$ ;  $p < 0.01$ ). The statistical result implies that training and career development is a significant predictor of the level of efficiency of the workers.

Linear Regression Model is given as  $Y = a + \beta X$

Where  $Y =$  Efficiency

$a =$  constant

$\beta x =$  Coefficient of X

Therefore Efficiency =  $3.403 + 0.258TCD$

Based on the results in the Anova table above, the significant levels for training and career development is less than 0.01 therefore we accept the alternative hypothesis and reject the null hypothesis. That is, training and career development has a significant effect on the level of efficiency of the worker.

5. Employee motivation is not a significant predictor of organizational productivity

**Table 4.4.5a: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.598 <sup>a</sup>	.358	.351	.32026

Source: Author's Computation, 2017

a. Predictors: (Constant), Extrinsic Motivational Factors, Intrinsic Motivational Factors

Table 4.4.5a above revealed that there is a strong relationship at  $R = .598$  between employee motivation and the level of productivity of the workers. An examination of the table shows that  $R^2 = .358$  which implies that employee motivation accounts for only 35.8% of variations having a significant effect on the level of productivity of the worker.

**Table 4.4.5b: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.392	2	5.196	50.658	.000 <sup>b</sup>
	Residual	18.667	182	.103		
	Total	29.059	184			

Source: Author's Computation, 2017

a. Dependent Variable: PRODUCTIVITY

b. Predictors: (Constant), Extrinsic motivational Factors, Intrinsic Motivational Factors

Table 4.4.5b shows that the F-value is the Mean Square Regression (5.196) divided by the Mean Square Residual (0.103), yielding  $F = 50.658$ . From the results, the model in this table is statistically significant ( $Sig = .000$ ). Therefore, employee motivation that is both intrinsic and extrinsic factors combined are significant predictors of productivity at  $F_{(3,184)} = 50.658$ .



**Table 4.4.5c: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.910	.206		9.283	.000
	IMF	.204	.075	.215	2.714	.007
	EMF	.425	.078	.433	5.465	.000

a. Dependent Variable: Productivity

Source: Author’s Computation, 2017

The table above revealed the degree of influence of both motivational factors on the level of productivity of the workers and their levels of significance. The statistical results are as follows; (Intrinsic Motivational Factors;  $\beta = .204$   $t=2.714$ ;  $p<0.01$ , Extrinsic Motivational Factors;  $\beta =.425$ ;  $t=5.465$ ;  $p<0.01$ ). The statistical results imply that both employee intrinsic motivational factors and extrinsic motivational factors are significant predictors of productivity however extrinsic factors are more statistically significant.

Multiple Regression Model is given as  $Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3$

Where Y = Productivity

a = constant

$\beta_x$  = Coefficient of X

Therefore Productivity =  $1.910 + 0.204IMF + 0.425EMF$

Based on the results from the Anova table above, the significant level for all items are less than 0.01. Therefore we accept the alternate hypothesis and reject the null hypothesis. That is, employee motivation has a significant influence on organizational productivity. However it is important to note that extrinsic motivational factors had a more significant effect on productivity than intrinsic motivational factors.

## CHAPTER FIVE

### DISCUSSION OF FINDINGS

#### Introduction

This chapter comprises discussions associated with findings related to the various aspects of the research. Theoretical Findings were discussed with respect to the theories used in this research namely Maslow's hierarchy of needs theory, Herzberg's two-factor theory and Vroom's expectancy theory. .

#### 5.1 Discussion of Findings

Here theoretical findings, empirical findings as well as findings based on the objectives of the study were discussed respectively.

##### 5.1.1 Theoretical Findings

- i. The Abraham's Maslow's theory is validated by the findings of this research with respect to the relationship between motivation and productivity. Although the theory has been widely criticized, it is however significant and still very much applicable in today's business world.
- ii. The theory establishes that for employees to be highly productive certain needs must be fulfilled and even though it does not hold true or is not applicable in all settings it is however relevant to managers who seek to get the best performances from their employees.
- iii. These needs may vary individually in terms of priority ranging from basic needs to security needs to belongingness needs amongst others. This is because when employees' needs are met over time they see the need to reciprocate the support of their organization by increasing their productivity levels.
- iv. Herzberg's motivation-hygiene theory is also substantiated by the findings of this study despite the various criticisms levied at the theory.
- v. The effects of motivational (intrinsic and extrinsic) factors such as work environment, employee well-being, relationship with co-workers etc. on job satisfaction of workers shows that in line with the Herzberg motivation-hygiene theory, employees who are satisfied with their jobs tend to be extremely productive.

- vi. Hygiene factors are vital to avoid job dissatisfaction. This is because dissatisfaction would result in low morale which would be evident in form of decreased productivity levels from workers.
- vii. Finally Vroom's theory has also been validated because current research generally supports the decision making concepts proposed by the theory which is seen as relevant or effective in terms of improving worker's productivity levels.
- viii. The theory takes into consideration those factors that are reliant basically on the employee's perspective.
- ix. However it poses a big challenge to managers as employees differ in terms of perspective as such determining those motivational factors that employee's desire may prove too costly for the organization to fulfill therefore it has been criticized because it can be difficult to implement in a group.

### **5.1.2 Empirical Findings**

- i. Most of the respondents in this study tend to disagree that the organization does a lot as regards health and wellbeing of the employees. This is because most of the respondents are not satisfied with their working conditions and feel that the organization does not provide them with adequate leave and holiday periods. Also majority of the respondents also feel that the organization does not take matters concerning employee health and safety seriously.
- ii. Majority of the respondents tend to agree that they enjoy good relationships with their coworkers both within and outside the workplace. They also tend to agree that the company organizes social functions to bring staff together thereby encouraging harmony amongst employees.
- iii. A great number of respondents also tend to agree that they enjoy good relationships with their managers. This is because most of the respondents receive feedback in form of praise and criticisms concerning assigned tasks and are also involved in decision making processes in the organization. However they also claim that such relationships are strictly professional as they do not enjoy friendly relationships outside the workplace with their managers.
- iv. As regards work environment, most respondents tend to disagree that their present working conditions are okay and that their offices are spacious. However they tend to agree that the

organization is doing a lot to improve the environment by organizing health and safety environmental programs. Also most respondents claim to enjoy a certain level of autonomy in discharging their duties.

- v. In terms of compensation, a great number of respondents tend to disagree that the company pays them well. They also prefer cash rewards to in-kind rewards and claim not to receive allowances for special duties and overtime on the job. However they tend to agree that tend to agree that more incentives should be included in their total reward package and that they are currently satisfied with their current pay.
- vi. As regards training and career development, most respondents tend to agree that the company has a training and development policy applicable to all employees. Also they claim to have attended skill acquisition programs sponsored by the company and that supervisors support the use of techniques learnt in training that employees bring back to the job.
- vii. As regards effectiveness of workers, majority of the respondents tend to agree that managers visibly demonstrate commitment to quality and that the company provides realistic and clearly defined quality goals. They also claim that their workload is fair and that they have the tools and resources to do their jobs well while evaluations are carried out by supervisors based on the results they get from their jobs.
- viii. In terms of efficiency of workers, a higher percentage of respondents tend to agree that the organization provides them with a job schedule to ensure time is properly utilized and claim to be held accountable for resources at their disposal. Also most respondents tend to agree that their managers give them credit for completing tasks in record time as well as criticizes them for the waste of resources. They also claim to get their jobs done properly in good time at the least cost possible.

### **5.1.3 Discussion of Findings Based on objectives of the Study**

The findings of this study are presented below in line with the objectives of the study:

**Objective 1:** To determine the effect of employee well-being on the level of effectiveness of the workers.

The findings of this study are based on statistical data analyses and hypothesis testing. The descriptive analysis of data collected revealed that the above stated employee well-being is a

significant predictor of effectiveness. Therefore, the alternate hypothesis which states that employee well-being has a significant effect on the level of effectiveness of the worker is accepted and the null hypothesis rejected.

These findings corroborate the findings of Lin (2013) in the research titled assessment of intrinsic and extrinsic motivation on employee productivity. Findings from the study revealed that intrinsic factors like employee well-being and organizational policy have a significant effect on workers effectiveness which is also a measure of productivity. This was further validated by Jibowo (2007) establishing that intrinsic motivation is a significant predictor of employee effectiveness and plays a major role in improving worker performance and productivity levels in an organization. He further stated that managers should ensure that employee's well-being is taken seriously and that workers are extrinsically well rewarded to remain intrinsically committed to their jobs.

**Objective 2:** To determine the effect of employee relationship with managers on the level of efficiency of the workers.

The findings from the study revealed that employee relationship with managers is a significant predictor of worker efficiency as a measure of productivity. As such the alternate hypothesis which states that employee relationship with managers has a significant effect on the level of efficiency of the workers was accepted while the null was rejected. Findings also showed that it had a minimal effect on the level of efficiency of the worker as such was not rated as highly as expected. This could be due to the fact that other factors could also affect the efficiency of workers which may not be intrinsic in nature. These factors could be extrinsic such as compensation, training and career development etc. also it could be due to other intrinsic factors like organizational policies which may not have been included in this study.

These findings agree with Centres and Bugental (2007) in their study of the relationship between motivational factors and workers performance using the two factor theory where effectiveness and efficiency were used as measures of performance. It was discovered that there was a significant relationship between both intrinsic and extrinsic factors and worker efficiency levels. Taylor (1992) further supported in his statement that extrinsic factors tend to be rated more highly than intrinsic factors especially for those at lower levels of the organization. He further stated that employees who enjoy friendly relationships with their co-workers both within and outside the workplace tend to be very efficient at their jobs than those who don't.

**Objective 3:** To examine the effect of compensation on the level of effectiveness of the workers. The findings from the study reveals that compensation is a significant predictor of worker effectiveness. As such the alternate hypothesis which states that compensation has a significant effect on the level of effectiveness of the worker was accepted while the null was rejected. Findings also showed that compensation was rated highly by the respondents and is believed to have a great effect on the level of effectiveness of the workers. This could be due to the fact that extrinsic factors especially monetary rewards tend to appeal more to workers especially in developing nations where the standard of living is poor and basic amenities are lacking is seen as a way of fulfilling other needs which intrinsic factors may not provide.

These findings correspond with the findings of Taylor & Vest (1992) in his research, which investigated the influence of monetary incentives and its removal on workers performance and productivity; it was observed that subjects in the experimental group who received monetary incentives performed better than those who did not. Also (Assam, 2002) further pointed out in his study that extrinsic factors like adequate compensation tend to positively influence the level of a worker's effectiveness much more than intrinsic factors.

**Objective 4:** To examine the effect of training and career development on the level of efficiency of the workers.

The findings from the study revealed that training and career development is a significant predictor of worker efficiency. As such the alternate hypothesis which states that training and career development has a significant effect on the level of efficiency of the worker was accepted while the null was rejected. Findings also showed that only "training and career development" was deemed statistically significant. This could be due to the fact that although extrinsic factors especially monetary rewards tend to appeal more to workers, training and career development provides them with opportunity for growth through skill acquisition. Also the lack of required tools, skills and resources necessary to carry out their work efficiently in an organization may also affect the level of efficiency of the worker. Furthermore, lack of adequate job schedule may also be responsible for inefficiency in most organizations.

Similarly, Lake (2000) in his study which is of importance to this research investigated the correlation between motivation and job performance using employee effectiveness, efficiency ,

commitment and innovation levels as a measure of performance. The study concluded that most workers in developed nations placed more importance on intrinsic factors than those in less developed nations who opted for extrinsic factors citing the need to satisfy other needs as a major criteria for their choice. He further stated that the need for career growth through training and development was deemed a major criterion for improved level of efficiency of workers citing the acquisition of necessary skills as a determining factor.

**Objective 5:** To determine the influence of employee motivation on organizational productivity. The findings from the study revealed that motivational factors are significant predictors of the level of productivity of the worker. As such the alternate hypothesis which states that employee motivation has a significant influence of organizational productivity was accepted while the null was rejected. However, most importantly is that findings from the study showed that motivational factors were rated significantly at 35.8% as factors affecting worker productivity in this study. Findings from the study also showed that both intrinsic and extrinsic motivational factors were statistically significant and can independently affect the level of productivity of the workers. However it was discovered that extrinsic motivational factors was found to be more significant than intrinsic motivational factors. That is extrinsic motivational factors was believed to have a greater effect on the level of productivity of the workers. The remaining 64.2% not accounted for as factors affecting employee productivity levels could be due to other factors which may not have been covered in this research. This could include factors such as organizational culture, leadership styles and organizational strategy and structure amongst others.

In corroboration, a related study by (Akerele, 2001) compared the relative importance of ten motivational factors such as pay, training, security, etc. Which are extrinsic to the job, and other intrinsic factors like employee well-being, good relationships with managers, responsibility etc. among 80 employees of an organization. And it was hypothesized that higher values will be placed on intrinsic rather than extrinsic job factors. However, the result did not uphold the hypothesis and it showed several extrinsic factors such as adequate compensation, job security, training amongst others were rated as the most important factors affecting productivity levels in selected organizations.

Similarly Lake (2004) posits that motivational factors regardless of the nature i.e. intrinsic or extrinsic cannot be underestimated when productivity is concerned. Baase (2009) and

Nwachukwu (2004) also suggested that for an organization to be profitable, relevant and remain competitive in a rapidly changing and constantly evolving business environment, it must be ready to cater for the needs of its workforce. This is because workers are regarded as an asset to any organization as such ensuring high productivity levels amongst them requires adequate motivation.



## CHAPTER SIX

### SUMMARY, FINDINGS AND CONCLUSIONS

#### Introduction

This chapter comprises discussions associated with findings of the entire research. This includes summary of the work, findings both theoretical and empirical findings, conclusions, policy implication of the findings, recommendations, limitation of the research, suggestions for further study and contribution to knowledge.

#### 6.1 Summary of the Work

The major aim of this research is to identify the effects of workplace motivation on employee productivity using the MAY & BAKER PLC as a study.

Specifically, the study sought to achieve the following objectives:

- i. To determine the effect of employee well-being on the level of effectiveness of the worker
- ii. To determine the effect of employee relationship with managers on the level of efficiency of the worker
- iii. To examine the effect of compensation on the level of effectiveness of the worker
- iv. To examine the effect of training and career development on the level of efficiency of the worker
- v. To determine the effect of employee motivation on organizational productivity

In addition to the objectives, chapter one contains the statement of research problem, the research questions, significance of the study, hypotheses, scope and limitations as well as an operationalization of the research variables used in the study.

In Chapter two, extensive literature and various theories on motivation such as Abraham Maslow's hierarchy of needs theory, Frederick Herzberg's two-factor theory and Victor Vroom's expectancy theory was discussed in relation to productivity measures. Finally the gaps in literature were also outlined.

In chapter three, with the aim of achieving the stated objectives of this study, the researcher adopted the descriptive research design and the survey method. The research instruments used for

data collection was the questionnaire. The questionnaires were administered 217 staff of the MAY & BAKER Plc. Out of the 217 administered, 185 were retrieved and analyzed.

Chapter four involves the presentation and analysis of data which was gotten from questionnaires administered. Descriptive statistics was used for the analysis of the data, linear regression analysis was also used to test all the hypotheses.

Chapter five contains discussion of findings with respect to both theoretical and empirical findings.

## **6.2 Conclusions**

Employees are and should be considered the most vital above other factors of production, the most valuable resource available to an organization. This is because they are an integral part of the organization as such it is very important for organizations, in pursuit of a competitive edge, to ensure that the satisfaction of their employees is made a top priority. This is to ensure that employees display positive attitude to work through improved performance and productivity levels. Also it is important to note that a lack of adequate motivation results in low productivity and vice versa.

Furthermore the advent of Globalization has resulted in the ability of different organizations to source for employees across several countries and the previously existing barriers have been reduced, this has resulted in higher competition for personnel with the right skills and experience. As such it is important for employers and their managers who value their staff to recognize those factors that affect employee performance and productivity levels on the job or in the workplace and ensure they are fulfilled accordingly. (Brown & Yashioka, 2003; and Sinha & Sinha, 2012).

The concept of motivation may be complex particularly in the workplace and may pose a serious challenge to managers as it is relative to individuals. This is because people differ in what they need and want as such what may be seen as a source of motivation to an individual may not seem so to another. As such managers tend to find it extremely difficult in coping with such a dilemma in trying to figure out how to keep members of the workforce motivated. Although, several factors may affect worker productivity levels in an organization such as organizational culture, leadership style, organizational strategy and structure etc. The aspect of Motivation however plays a major role in improving worker productivity levels and therefore should not be underestimated.

This study concludes that employee motivation be it intrinsic or extrinsic in nature has a significant effect and is a predictor of productivity levels in an organization. It also concludes that both

intrinsic and extrinsic factors of motivation appeal to employees and a right mix of both is essential in bringing out best performances from a workforce. These findings validate the Herzberg two-factor theory, Maslow's hierarchy of needs theory and Vroom's expectancy Theory. From the findings of the study one can deduce that most workers perceive extrinsic motivation as generally having a larger influence on the psychological aspects of employee productivity. We also found that intrinsic motivation is of importance to employee productivity, albeit to a lesser extent psychologically but rather as a part of the total package that is offered to the employee by an organization.

### **6.3 Recommendations**

The following recommendations are made based on the findings of the study;

1. Managers must ensure employees are adequately motivated. Employee well-being should be given due consideration and health and well-being programs should be organized to cater for the needs and welfare of employees.
2. Management should encourage interpersonal relations amongst co-workers and their managers to promote a sense of belonging and unity amongst staff. Also managers should ensure employees are involved in decision making processes and given a chance to air their views.
3. Also management must ensure they create a work environment that is conducive for workers with adequate working conditions as well as providing the right tools and resources to ensure worker effectiveness in discharging their respective duties.
4. Furthermore proper scheduling of job activities is key to achieving efficiency in the workplace. Adequate compensation packages in form of monetary or non-monetary rewards are essential in order to ensure that employees stay productive. Management should ensure that rewards and benefits are fairly, justly and competitively allocated to employees.
5. Management must also strive to ensure that all employees engage in training programs to acquire new skills and also have equal opportunity to utilize their skills and competencies. Management should make sure that career development opportunities are clearly communicated to employees.

6. An established career path and an adequate development plan should be put in place for employees, development programs should be linked to each employees career needs and not just the organization's needs. Employees should be selected for sponsored training programs fairly and justly.
7. Organizations should ensure that performance management provides adequate information about strength and weaknesses of employees in form of feedback from employee evaluations.
8. Employees who offer the same level of inputs with respect to skills, efforts, qualifications, experience, should be entitled to equitable outcomes in terms of pay, promotion, job security, and opportunity for advancement. Additional inputs and outstanding performance should entitle an employee to additional rewards.

Finally, this study recommends that management should make policies that aids in ensuring that employees are adequately extrinsically motivated to remain intrinsically motivated on the job. This will in turn enhance or boost employee morale resulting in a competitive edge through higher commitment levels, employee engagement, lower turnover and improved performance and productivity levels.

#### **6.4 Limitations of the Study**

The findings of the study should not be generalized because of the scope of study. Data collection was limited to the staff of May & Baker and therefore findings of this study may not reflect or hold true in other organizations as such may not be generalized to organizations not included in this study. Furthermore, the study utilized some variables of workplace motivation, and employee productivity, other variables for these concepts may not yield exactly the same results. Also the researcher is limited only to the information provided by the respondents in the research and therefore cannot determine the reliability and accuracy of the information provided. Finally the researcher can only cover limited works given the scope of the study.

#### **6.5 Suggestions for Further Studies**

The following suggestions will be beneficial for future research:

This study was concerned with workers in Nigeria. The sample was drawn from staffs of May & Baker Plc, Ota, Ogun state, Nigeria. A research similar to it can be carried out in other

organizations so as to ascertain the applicability of the research findings in other contexts. In addition, further research can be carried out using organizations in other geopolitical zones and also, research could be carried out using more than one organization as a study.

## **6.6 Contribution to Knowledge**

This study has contributed to knowledge in the following ways:

The research study provides a valuable collection of ideas, facts and figures that can be of importance to other researchers, entrepreneurs, lecturers and students in comprehending the effects and relationships that exist between workplace motivation and employee productivity.

The empirical review into the relevant research on effect of employee motivation on organizational productivity showed that motivation is very significant to productivity. Most of these Studies conducted in various nations around the globe all posited that motivation is essential in improving employee effectiveness and efficiency levels on the job. This study therefore provides a basis for research works and findings in these nations to be applied in business institutions and organizations alike in Nigeria.

This contributes to knowledge by establishing that employee motivation be it intrinsic or extrinsic facilitates productivity levels of workers. In previous studies, most researchers argue that motivation has a significant effect on the level of productivity of a worker however believe that extrinsic motivation happens to be more significant than intrinsic. This study has therefore contributed to knowledge by pointing out that there is a significant relationship between motivation and organizational productivity. Findings from this research also validates claims or arguments that extrinsic motivational factors are considered to be more significant than intrinsic motivational factors.

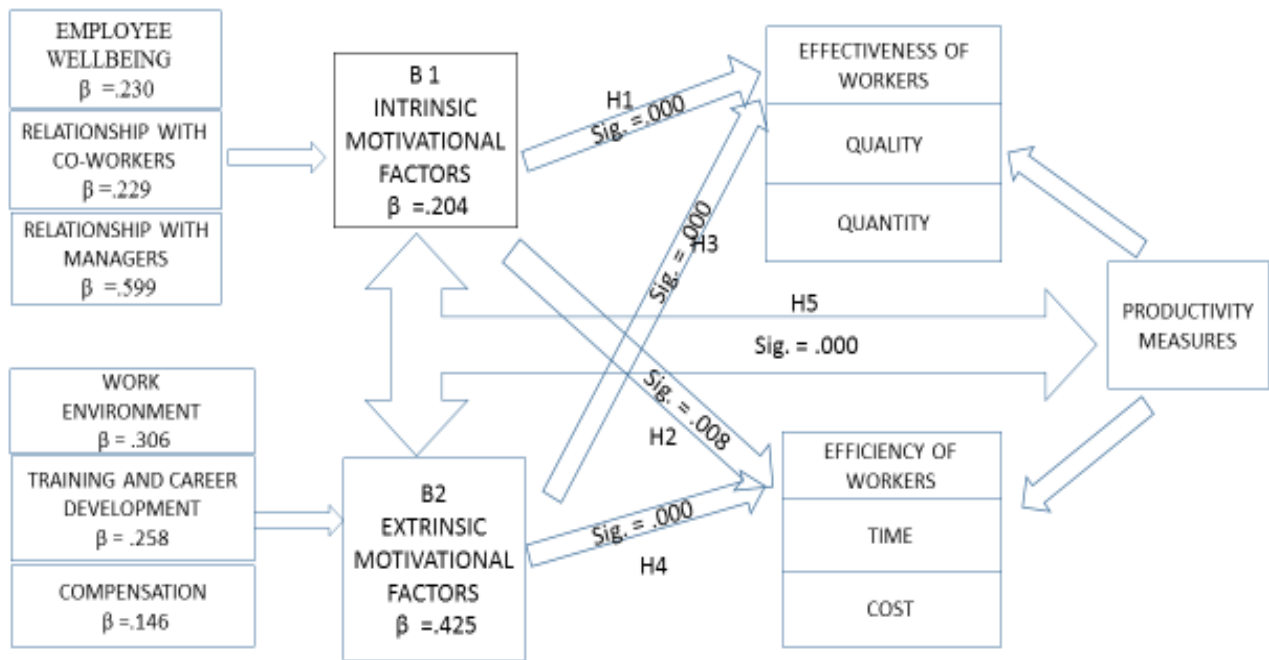


Figure 6: Schematic Model of the Study Depicting Research Hypotheses

Finally, one can deduce that this study has been able to establish the relationships and patterns that exist amongst the research variables as depicted above in the schematic model of the study. From the above model; ( $\beta$ ) Beta represents the coefficient of the variables, H represents the different hypotheses tested and (Sig.) represents the p-value or significant level of the various hypotheses tested in the course of this study. All the hypotheses tested were found to be significant predictors of productivity.

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## **APPENDIX 1**

College of Business and Social Sciences,  
Covenant University,  
Canaan land Ota,  
Ogun State.  
March 21<sup>st</sup>, 2017.

Dear Respondents,

**QUESTIONNAIRE ON THE EFFECTS OF EMPLOYEE MOTIVATION ON ORGANIZATIONAL PRODUCTIVITY.**

I am a Masters student of Business Administration in Covenant University. This questionnaire is part of my research project as a requirement for the award of an M.Sc Degree in Business Administration. I would indeed be very grateful if I can be assisted kindly in the completion of the research questions. The information provided in the questionnaire will be strictly used for academic purposes and will be treated with utmost confidentiality.

Thanks for your cooperation.

Yours Faithfully,

Ajalie Stanley

## APPENDIX 2

### SECTION A: PERSONAL INFORMATION (CIRCLE APPROPRIATELY)

1. GENDER:

- a) Male                      b) Female

2. AGE CATEGORY:

- a) Below 30 years    b) 31 – 40 years    c) 41 – 50 years    d) Above 50 years

3. EDUCATIONAL STATUS:

- a) O' Level            b) NCE/OND            c) HND/BSC    d) Postgraduate Degree

4. MARITAL STATUS

- a) Single                b) Married                c) Divorced

5. JOB STATUS

- a) Senior Staff    b) Junior Staff    c) Contract Staff    d) Casual Staff

### SECTION B: EMPLOYEE MOTIVATION

#### PART A: INTRINSIC FACTORS (TICK APPROPRIATELY)

S/N	EMPLOYEE WELLBEING	5 SA	4 A	3 N	2 D	1 SD
1	I am okay with my present working conditions					
2	Work pressure puts stress on me					
3	I feel safe at work					
4	The company provides me with adequate leave and holiday period					
5	My company does a lot as regards the health and safety of its employees					

S/N	RELATIONSHIP WITH CO-WORKERS	5 SA	4 A	3 N	2 D	1 SD
1	My relationship with my co-workers is strictly professional					
2	I enjoy working with my co-workers					
3	I enjoy a friendly relationship with my co-workers outside of work					
4	My company organizes social functions and get together parties for all staff					
5	My company does a lot to improve the relationship amongst all staff					

S/N	RELATIONSHIP WITH MANAGERS	5 SA	4 A	3 N	2 D	1 SD
1	My relationship with my managers is strictly professional					
2	My manager criticizes me when I fail to meet expectations					
3	I receive credit or praise from my manager when I meet or exceed expectations					
4	My manager involves me in decision making processes					
5	I enjoy a friendly relationship with my manager outside of work					

**PART B: EXTRINSIC FACTORS (TICK APPROPRIATELY)**

S/N	WORK ENVIRONMENT	5 SA	4 A	3 N	2 D	1 SD
1	I enjoy a conducive and friendly work environment					
2	My company does a lot to improve the work environment					
3	I enjoy a certain level of autonomy in discharging my duties					
4	My company organizes routine safety environmental programs					
5	My office is spacious and comfortable					

S/N	COMPENSATION	5 SA	4 A	3 N	2 D	1 SD
1	My company pays me well					
2	I believe more incentives should be included in my total reward package					
3	I am not satisfied with my current pay					
4	I prefer in-kind rewards to cash rewards					
5	I receive allowances for special duties and overtime on the job					

S/N	TRAINING AND CAREER DEVELOPMENT	5 SA	4 A	3 N	2 D	1 SD
1	My company has a training and development policy applicable to all employees					
2	I have attended skill acquisition programs sponsored by the company					
3	Supervisors support the use of techniques learnt in training that employees bring back to their jobs					
4	My company links training and development with its business strategy					
5	Employees who use their skills are given preference for new assignments					

### SECTION C: ORGANIZATIONAL PRODUCTIVITY

S/N	EFFECTIVENESS	5 SA	4 A	3 N	2 D	1 SD
1	Senior managers visibly demonstrates a commitment to quality by providing feedback					
2	My company provides realistic and clearly defined quality goals					
3	My company does a lot to ensure that workload is fair					
4	I have the tools and resources to do my job well					
5	My supervisor evaluates the results I get when he assigns work to me					

S/N	EFFICIENCY	5 SA	4 A	3 N	2 D	1 SD
1	My boss always praise me for completing tasks assigned to me on record time					
2	My boss criticizes me for the waste of resources allocated to me while carrying out certain assignments					
3	My company provides me with a job schedule to ensure time is properly utilized.					
4	I often get my job done properly in good time at the least cost possible					
5	I am very prudent with company resources because I am held accountable					