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MOTIVATION AND EMPLOYEE PRODUCTIVITY

EMMANUEL ONYEIWU, Ph.D
Department of Political Science, Faculty of Social Sciences,
Imo State University, Owerri.

Abstract

This study focused on motivation and employee productivity. The work was carried out based on employee complaint on ineffective or lack of motivation in public and private sector organizations. The work was anchored on Hertzberg two factor theory. This is because the theory focused on the need for managers to motivate their employees through job enrichment. The work employed only qualitative approach and secondary data were sourced and used. The information gathered through literature sources were therefore discussed qualitatively. The findings revealed that there is significant impact of salary increase on employee productivity; there is significant effect of staff training/development on organizational productivity; and there is significant impact of workers' promotion on workers' productivity. It was concluded that motivation of employee will encourage productivity. The study recommends for salary improve, regular employee training, job security and other aspects of employee motivation as the panacea for achieving productivity.

Key Words: Motivation, Employee Productivity, Organization, Salary, Training/ Development and Promotion.

Introduction

Organizations employ workers in order to achieve organizational goals through them and as such, workers equally join organization in order to achieve their own objectives in life. It therefore follows that for an organization to get the best of their workers, they ought to be motivated. That is why Akpanabia (2018) opined that motivation is the act of encouraging people to perform effective functions. It involves the process of recognizing employee effort and doing other things that will make them happy in the system; hence, the issue of motivation is one of the basic strategies of enhancing employee productivity. Here, motivation is one of the key elements in workers performance and productivity. This is because, even when people have clear work objectives, the right skills, and a supportive work environment, they would not get the job done without sufficient motivation to achieve those work objectives (Amah, 2019).

Motivation is therefore the process of encouraging staff in an organization to put more effort so as to achieve high performance and productivity. According to Ogunna (2004), motivational process includes salary increment, better allowance, more responsibility and participation in decision making. Based on that, motivation is one of the basic issues that enhance employee high productivity in Nigeria organizations. Workers in government ministries and other organizations can actually be motivated through financial and non-financial incentives. Every employee needs

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financial motivation in the organization. Njoku (2017) stated that finance is the engine of every organization. Organization that motivates their employees through regular salary payment and salary increase and other financial packages is likely to enjoy high employee performance.

Not only that, Amucheazi (2018) stated that most of the organizational employees can be motivated through non-financial incentives. To him, such non-financial incentives that can motivate employees for high performance include job security, high task, promotion, career training and development and personal recognition of employee input. When the above variables are present in the work place, it encourages employee high productivity. Effective workers motivation will lead to high productivity in Imo State Ministry of education. If well motivated, the workers are stimulated to think and act innovatively and also to work hard. This helps to improve the productivity of the ministry in line with individual and collective efforts. If political executive and high administrators in the ministry follow the outline steps for both financial and non financial motivation, the problem inherent with motivation will be conquered and employees will then do more on their own, instead of being forced. The work environment will become a much healthy place for both staff and management.

The ineffectiveness of workers motivation in Nigeria organizations has negative effect on productivity. This is because when workers are not properly motivated through job security, they look for job elsewhere and that increase employee job turnover and reduces employee retention in the organizations. Not only that, the problem of ineffective promotion of workers has made the workers not to put in their effort in performing their functions as it ought to be; hence most of them who are due for promotion have not been promoted in line with the civil service rule. Not only that, a situation where the government owes its workers many months of salary is a disincentive; hence ineffective workers motivation. For example, during the 2nd tenure of Rochas Okorocha administration (2015-2020), workers salary was reduce by 30%; hence only 70% of salaries were paid to workers.

Though workers now receive 100% of their salaries during the time of Governore Emeka Ihedioha and the present Governor Hope Uzodimma's administrations. When workers are owed months of salaries, or are not paid what is due for them, such increases the rate of indiscipline among the workers, low level of commitment among the workers; hence the workers will now have excuse not to go to work regularly because of lack of financial motivation and lack of encouragement from the authorities. More so, the issue of training and development of workers is one of the basic issues that can encourage high productivity of workers. But unfortunately, workers in the public sector most times are not trained/developed through seminar, workshop and other in-service training methods so as to encourage them for high productivity.

Conceptual Review

Motivation

Motivation involves effort, persistence, and goals. Molokwu (2013:39) defined motivation as a process of simulating people to action in order to achieve desired goals or accomplish a desired task. It also refers to efforts made to satisfy the basic physical, psychological, economic, emotional and political need of the individual either in group or in person. Maynard (2010:57) commenting on the desire for praise as a universal characteristic, pointed out that if the management finds out or creates an opportunity privately or publicly to praise an individual or group for the contribution made to the attainment of organizational goals, while withholding similar praise from those whose

contribution has been less satisfactory, he may be providing a reward of great value and incentives. He maintained that the most tangible form of praise is expressed by promotion or salary increased solely attributed to merit.

He concluded that top management should be furnished by the selective reward of substantial bonuses to those who have made the most effective contribution to the attainment of designated goals. Here, motivation is the set of forces that cause people to behave in certain ways. Motivation is used to describe the complex forces, drives, tension states, or other mechanisms that initiate and maintain voluntary activity directed toward the achievement of goals (Hoy and Miskel, 2017). It is an inner state that activates or moves (Berelson and Steiner, 2014:239). "It is an emotion or desire (need, want, drive and other semantically similar words as "motive"); operating on a person's will and causing that person to act. It attempts to account for the drives or "wants" inside an individual rather than describing the individual's action or behaviour.

Productivity

Ogunna (2010) asserted that productivity is the capacity or a situation where an individual or organization produces maximum result with reasonable human, financial and material resources to achieve set organizational objectives. This definition of productivity vividly highlights the components at which productivity would be achieved. It should be stressed here that for there to be productivity, there must be staff (human), financial and material resources (source of motivation etc) and where these things are not available, productivity is not guaranteed. Productivity is the goal of every organization. Any organization that cannot operate to a degree of significant productivity is an unimportant entity. A productive organization enriches the owners, the management and the staff.

It serves as a source of inspiration and motivation to the organization and appropriates the fruit of their labour (Ugwu, 2019). This view suggest that good productivity benefits both owners and management of organization, staff and customers since productivity is dependent on staff motivation, staff should not be treated with contempt in order to achieve high level of productivity in an organization. In a more succinct nature, Nwankwo (2018) opined that productivity is dependent on two critical factor, namely technical relevant to the organization and staff performance on the other hand, staff performance is dependent , on two other variables namely professional and technological competence of the staff.

Furthermore, it should be noted that productivity depends on several factors which include motivation, training, talent, work environment, time management etc (Ochienta 2019). It is therefore worthy to note that high level of productivity will be achieved in public organizations if there is proper and effective motivation of staff, good work environment, training and retraining of staff and good organizational management. This is true because of the fact that productivity in an organization depends on the human resources which manage, direct and coordinate all other resources.

Empirical Studies

Ugwu (2019) carried out a research on the impact of employee motivation on job satisfaction using selected banks in Owerri Imo State. The study was carried out to determine the impact of motivational variables like salary increase, job security and employee training on employee job satisfaction. The researcher formulated two research objectives, two research questions and two

hypotheses to guide the study. The researcher employed descriptive survey research design as questionnaire served as the instrument of data collection. The data collected were presented in tables and analyzed using Analysis of Variance (ANOVA). The result revealed that effective training of staff, pragmatic job security and employee promotion enhance job satisfaction. But, the problem of job security and ineffective training are still hindering the performance of employees in Nigeria organizations. Based on the findings, the researcher concludes that the Nigeria organizations should offer job security to their employees, train them and promote them so as to achieve job satisfaction.

Furthermore, Chukwu (2017) focused on Motivation and Workers Performance in Nigeria Organizations using Abia State Ministry of Works as the focal point. The researcher formulated three research questions, three research objectives and three research hypotheses. Maslow Hierarchy of Needs Theory was used to explain the impact of motivation on workers performance based on workers' need. The study employed survey research design and questionnaire was used as the instrument of data collection. The staff of Abia State Ministry of Works made up the population from were 170 were sampled and used. The data collected were presented in tables and analyzed using simple percentage and chi square. The findings revealed that there is significant impact of salary increase on employee commitment/ effectiveness in the ministry, there is significant effect of staff training/development on organizational productivity in the ministry and there is significant impact of workers' promotion on workers' productivity and dedication in performing their functions. Based on the findings, it was recommended that the Nigeria government should provide the enabling ground, resources and equipment for training of workers so as to enhance their performance, the salary of the workers should be paid as at when due and there should be regular promotion for employees so as to encourage their commitment to duty.

Theoretical Framework

Herzberg's Two Factor Theory

The two facto theory resulted from a research conducted by Fredrick Herzberg, Bernard Mausner and Barbara Synderman etc in 1957. Herzberg and his associates were interested in establishing the relationship between job and productivity. They asked the participants to record times when they felt exceptionally good and times when they feel exceptionally bad about their jobs. They were equally asked to state the factors that were responsible for the two extreme feelings. The finding of the research was indeed very interesting. It completely discredited the widely held notion that satisfaction and dissatisfaction were different sides of the same coin.

The participants identified completed different work conditions for the two findings. The absence of what made a worker happy with his job does not necessarily make him unhappy with the job. Likewise remedying the condition that makes him feel very unsatisfied with his job may not necessarily make him feel satisfied with it (Dikeh, 2010). It was based on this that, Herzberg postulated that variables that determine motivation and satisfaction on the job are different from the variables that cause dissatisfaction and lack of motivation. Herzberg (1959:82) states that the two separate and distinct variables that caused satisfaction and dissatisfaction are known as the two factor model. The factors that lead to satisfaction were labeled satisfier, while those that lead to dissatisfaction were labeled hygiene factors or dissatisfiers.

The satisfiers relate to the content while the motivators are intrinsic, the hygiene factors are intrinsic. Herzberg further explained his theory with the concept of job enlargement and job

enrichment (Okeke, 2010). Workers desire job enlargement in order to make their job more challenging and less monotonous. It is therefore suggested that managers who desire to motivate their workers should enlarge their job. Job enrichment refers to the amount of responsibility given to a worker in the work place. Job enrichment is related to motivator because it is concerned with work content.

Research Method

The work used qualitative approach and only secondary data were sourced and used. The information gathered through literature sources were therefore discussed qualitatively.

Conclusion

This study has examined motivation and employee productivity. The ineffectiveness of workers motivation in Nigeria organizations has negative effect on performance. This is because when workers are not properly motivated through job security, the look for job elsewhere and that increase employee job turnover and reduces employee retention in the organizations. It has been discovered that organizations will achieve high productivity when its staff and managements are properly motivated. Motivation of staff in the organization is a prerequisite for high productivity. Here, salaries of staff, allowances, their promotion and overall job incentives must be taken care of by the government. Based on the forgoing, it should be concluded that employees needed motivation in all ramification so as to enhance performance of the workers.

Recommendations

Based on the research findings and result, the following recommendations were made:

1. This study discovered that motivation of employees will encourage productivity. Based on that, the salaries and allowances of the staff should be paid as at when due. The new thirty thousand naira (N30,000) minimum wage which the federal government approved should be properly implemented, so as to motivate staff. As this will encourage high productivity.
2. The government should encourage the employees to go for in-service training in form of seminar and workshops to enable people to learn and develop themselves for more productivity that will serve as motivation and improve workers performance.
3. The promotion of employees should be based on qualification, experience and merit and not based on federal character.

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