

**EMPLOYEE MOTIVATION AS THE TUG-BOAT OF ORGANIZATIONAL
PRODUCTIVITY
BY**

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ABSTRACT

Motivation of the workforce has been identified as the key factor that produces super productivity and increased profitability in modern organizations. There are several ways by which an organization can motivate its workforce. Some of these ways include; salary increase to workers, promotion, attractive fringe benefits and through other non-financial incentives, such as commendation, award and expression of appreciation. Motivation is essential to propel the workforce to improved productivity thereby making it possible for the organization to achieve its set goals and objectives. When an employee is sufficiently motivated, he or she will have increased zeal to perform organizational tasks. This article adopted survey research design. Questionnaire carefully designed by the author was used to gather primary data for the article. The sample size used was 40 respondents made up of human resources practitioners from two corporate organizations. The data gathered were analyzed using tables and percentages. The hypothesis of the article was tested using chi-square inferential statistical tool to establish its validity. The author found that the Alternative hypothesis obtained was 20.25 as against the Null

hypothesis of 9.49. Thus the Null hypothesis was rejected and the Alternative hypothesis accepted. The result of the test provided a proof that employee motivation serves as the tug-boat of organizational productivity. In other words, the force of motivation as a tug-boat pulls organizational productivity to the harbor of profitability in corporate organizations. It is therefore advisable for corporate entities operating in today's turbulent business environment to pay competitive wages and salaries to their workforce in addition to providing them with attractive fringe benefits to motivate them actively to deliver super productivity for organizational success.

Key Words: Motivation, Productivity, Profitability, Tug-Boat, Organizational Success.

INTRODUCTION

Skillful and motivated workforce is what modern business organizations need to survive in today's turbulent and ever-competitive business environment. Modern organizations will remain competitive only if they are able to motivate and retain their performing employees to keep serving the organization. Motivation is the willingness to perform certain tasks due to reward or benefits which are attached to the performance of the tasks. Motivation is the interest of an individual or an employee to achieve a given goal. It can also be regarded as the need in a human being which creates a vacuum in that person. In an attempt to fill the vacuum, an internal driving force is generated which starts and sustains a chain of action and reaction leading to the filling of the vacuum.

With this background information, Akindele (2003) defined employees' motivation as the internal or external driving force that produces the willingness to perform an act to a conclusive end. This first aspect of motivation is described as internal motivation because the driving force comes from within an individual. The second aspect is external motivation which comes from payment of salaries and other incentives provided to employees in an organization. Citizens of this country, mostly the employed people go to work in order to receive payment from employees to keep life going. The extent to which we work hard in our employment to receive our monthly salary is determined by the level of motivation from our employer.

Two types of motivation are easily identifiable. They are; Financial Motivation and Non-Financial Motivation. The former has money benefits while the later has no physical money benefits attached to it. The basic reason for motivation in an organization is to achieve organizational objectives and reduce employee turnover involving the loss of skilled staff.

The current era is highly competitive and organizations, regardless of their size, technology and market share are facing skilled employee retention challenges. To overcome this problem, it is advisable for organizations to apply both intrinsic and extrinsic motivational packages to enable them retain their valuable workers. Although many research work have been done by many authors on motivation in the past, the purpose of the current effort is to touch on other areas of motivation that have not been explored by researchers and appropriate recommendations made on the best way to motivate employees in order to achieve superior employee productivity and enhance organizational profitability. The article will examine the issue of poor productivity resulting from lack of adequate motivation. It is believed that money is an active motivator of individuals at work both in the Nigerian environment and in the entire third world countries (Akpala, 2008).

Motivation can be said to be an inducement propelled by money or any other factor used by management to make employees increase their productivity. However, pay alone cannot be the only potent motivator of individuals at work. Other non-monetary motivational factors such as; the desire for status, esteem and self-actualization, according to Abraham, Maslow can also serve as powerful motivators (Akintunde, 2005).

CONCEPTUAL CLARIFICATION

Motivation represents an effort made by a corporate organization to instill zeal and vigour into the workforce to improve their productivity through the provision of competitive remuneration, fringe benefits and other incentives. Motivation can be called a theoretical construct used to explain human behaviour. The basic reason for motivation is to induce increased action on the part of the employees in order to enable an organization to achieve its set goals and objectives and to reduce labour turnover of the best skills in the firm.

The word “Motivation” is derived from Latin word “Movere” meaning to “to move”.

Motivation is an individual’s desire to demonstrate the behaviour and reflect the willingness to expend effort towards achieving a given objective. Motivation is an essential issue in every organization be it government establishment or corporate entity. For the success and survival of any organization, motivation plays an important role. According to Obi (2012), we can also look at motivation as a powerful tug-boat that pulls organizational productivity to the harbor of corporate profitability.

According to Arditi & Moktar (2002), the word “motivation” is an abstract noun formed from the adjective “motive.” Employees’ motivation means the process by which an organization tries to inspire employees with reward to, bonuses and fringe benefits in order to make them work harder for the achievement of organizational goals (Eze, 2010).

Motivation can also be looked at as management concept used to describe and analyzes the behaviour of workers in the work environment due to the incentives and encouragement given to them by the employer. Motivation is not limited to work environment alone, it can be found in political environment where political office holders work hard to see that they are elected to

serve second term in office. Modern organizations use various motivational factors to obtain the best of productivity from their workforce. Recent studies in the area of workforce motivation concluded that monetary incentive, representing increase in wages and salaries paid to workers, is the most effective motivational factor on the Nigerian worker and workers of other third world countries especially at this period of world economic down-turn (Fried, 2004).

Experienced human resources managers in today's corporate world put the issue of motivation and training first in an effort to shore-up productivity and achieve the set goals and objectives of an organization. According to Akindele (2003), motivation of employees is a pertinent factor which any human resource manager must look at. Performance is hinged on the effort of the workforce. Motivation is a chronological process which triggers performance from one level to another, that is to say, what you apply to motivate employees today will no longer be a motivator for the same employee tomorrow. Hence motivation is a voluntary choice controlled by an individual employee.

Akpala, 2008) defined motivation as the invisible force which showcases the urges, aspirations, drives and needs of an individual. These characteristics also influence the behavioural pattern of any individual. Managers should therefore take the responsibility of motivating workers in order to achieve improved organizational efficiency and effectiveness.

Dike (2009) emphasized the need to motivate workers since they do things willingly with excitement when they are motivated. This will help in achieving organizational goals when all the members of staff are pulling towards one direction in an effort to achieve common organizational goal.

The Nature of Motivation

Heinz (2005) was of the view that the ingredients needed to get people to be motivated are securely kept within themselves and that the only thing needed is for an individual to be able to unlock the secure door of motivation within him and gain access to the motivation within.

Looking at motivation from a different perspective, it can be regarded as any inducement in form of money or any other factor used by management to make employees work more efficiently.

In this context, pay alone cannot be the only motivational factor. The desire for status, esteem and self-actualization according to Abraham Maslow can as well be a powerful motivator.

Motivation can also be defined as the general desire or willingness of someone to do something.

Motivation is synonymous with motive for an action, incentive to behave in a particular way and stimulus to act in certain way. Motivation involves biological, emotional social and cognitive forces that activate behaviour. It is an integral factor that arouses, directs, integrates and sustains behaviour towards a goal (Eze, 2010). Motivation is a general term for conditions that cause one to begin an activity and pursue it with vigour and persistence.

Importance of Motivation

The importance of motivation lies in the fact that motivation energizes the behaviour and interest of the worker. It also sustains the interest and behaviour for longer time. It directs and regulates our behaviour. Motivated state is often described as guided, directed and goal-oriented (Eze, 2010) Motivation is directed towards a goal which the individual sets for himself or herself.

What Motivation intends to achieve for an Organization

Heinz (2005) defined motivation as the invisible force that propels an individual to act in a particular way to achieve a definite purpose. According to Eze (2010), managers should take the responsibility of motivating workers to achieve increased efficiency and improved productivity.

Eze (2010) emphasized the need to motivate workers to enable them to do things willingly toward the achievement of organizational objectives. The purposes of motivation, according to Akintunde (2005) include the following:

1. To encourage the workforce to produce better results for the organization.

2. To provide an avenue for everybody to be treated fairly and kept in high morale in the organization.
3. To enable every employee to benefit from the financial benefits provided by the organization.
4. To provide avenue for the workers to work harder towards the achievement of the set goals.

To achieve the best results out of employees' motivation, there are seven rules to be followed.

These rules are clearly stated below:

- (a) Have a major goal that follows a particular pattern
- (b) Ensure that you finish any project started by you.
- (c) Have cross fertilization of ideas from friends who have similar interest in business, or project.
- (d) Improve yourself by learning. Depending on others will de-motivate you.
- (e) Try to balance your natural talent with interest that motivates and also improve on your natural talent.
- (f) Improve yourself on the areas of knowledge, courses or subjects that strengthens humanity, such as; law, medicine, etc.
- (g) Risk takers are the most successful people in the world. Take reasonable risks that have potentials for success. By all means, avoid foolhardy risks that can ruin your life.

THEORETICAL FRAMEWORK

Popular Theories of Motivation

Eze (2010) posited that employees' behaviour is influenced by how each organization motivates its workforce. For instance, workers of Chevron oil and some other wage-leading corporate

organizations may remain on the job for so long because of the level of motivation and attractive salary they receive. But, in the civil service a large number of employees are just there “managing” because they are yet unable to get a well-paying job. Motivation theories explain the need for managers to develop the best approach in motivating their staff and influencing their behaviour towards the achievement of organizational goals. Some of the most popular theories of motivation adopted by modern organizations are reviewed below:

Abraham Maslow’s “Hierarchy of Needs” Theory of Motivation

Maslow’s theory (1954) postulated that there is hierarchical order through which people are motivated or activated at work. The moment one need is satisfied the need for satisfying the next need in the hierarchy becomes active. There are five steps in this hierarchy of needs. These five steps are as stated below in ascending order as a lower need has to be satisfied before the next higher one:

- 5. Self-Actualization Needs**
- 4. Esteem Needs**
- 3. Social Needs**
- 2. Safety Needs**
- 1. Physiological needs**

(1) Physiological Needs

Physiological needs are the lowest level needs in a human being. Physiological needs are biological needs, such as, food, water and shelter. The United Nations Organization through one of its organs, World Health Organization (WHO) directed that the salary paid to every worker must be enough to take care of him/her biological needs. This is why every government

implements minimum wage for workers to make sure that each worker is able to live and feed himself or herself and the family.

(2) Safety Needs

According to Maslow's Theory (1954), the moment the physiological needs are satisfied, safety needs become active and calls for satisfaction. Safety needs may include health insurance for staff, free medical services and other protection against hazards.

(3) Social Needs

After satisfying physiological needs and safety needs, the third order of needs is social needs. For example, the staff might like to socialize in Tennis Club or Ikoyi Club. The staff might like to buy blackberry in order to be involved in face-book which provides internet social networking avenues and features.

(4) Esteem Needs

After working for many years, the staff of an organization might like to have elevated self-respect and gain recognition in the society. For example, the giving of traditional title to people represents the fulfillment of esteem need.

(5) Self-Actualization Needs

When all other needs have been met, the last in the hierarchy, according to Abraham Maslow is the self-actualization needs. Self-actualization needs are beyond an employee's work environment. The staff may decide to vie for a political post if he has the money to reach self-actualization. Self-actualization need may be said to be a need which shows that "you have arrived."

ALDERFER'S THEORY OF MOTIVATION

This theory states that there are a lot of things that can make a worker to remain in an organization for long and there are other things that can force a worker to leave an organization.

Some of those reasons are summarized below:

(1) Things that Motivate Workers to Remain in an Organization

- (a) Wages and Salaries increase: Workers put in their best when they enjoy increase in their wages and salaries.
- (b) Incentive Systems: Incentive like overtime encourage workers to work harder
- (c) In an organization where there is work ethics, the morale of staff is normally high.
- (d) Social values: Employment increases the social states of a citizen of any nation. It showcases a sense of responsibility that people are being taken care of.
- (e) Psychological conditions of work: Aggressive and intimidating environment can retard work progress. But non-aggressive environment promotes effectiveness and efficiency at work.
- (f) Skilled worker: When a staff is trained to be a skilled worker, he will be happy with his job because after retiring from the company, he will continue to make use of his skill.
- (g) Reward System: The organization should be involved in reward system.
- (h) Caring supervisors will motivate employees
- (i) Retirement benefits: There should be retirement benefits so that staff will not suffer after retirement.
- (j) Health Insurance: There should be health insurance for workers.
- (k) Loan: There should also be loan facilities especially from cooperative society or welfare Organizations.

(2) Things that de-motivate Workers to Leave an Organization

- (a) When the worker does not like the work environment
- (b) When there is discrepancy between the job and the person performing it.
- (c) Inadequate coaching de-motivates workers especially when there is no feedback.
- (d) When there is little or no progress in the work being done.
- (e) Where there is intimidation and down-grading on the part of workers
- (f) When there is too much work stress
- (g) When management has no confidence in the staff

DOUGLAS McGREGOR'S THEORY X AND THEORY Y

This is a management theory that explains the behavioural characteristics of two individuals in any organization. Douglas MacGregor (1960) grouped the staff into X and Y individuals and distinguished their behaviour with X and Y Theory.

Theory X states that staff do not like work except they are forced to do so in order to achieve the goals and objectives set by the organization. Theory X reflects authoritative management system. The theory was developed from the premise that people must be forced to work with treat from management in form of query, demotion, sack or loss of salary before they can work hard towards the achievement of organizational goals. Most importantly, the theory states that average person prefers to be directed, avoid responsibility and wants job security.

Theory Y, on the other hand, follows participative management style which is opposed to the use of force on workers to make them work hard towards the achievement of organizational goals.

The features of theory Y are as follows:

- People are self-directed therefore the use of force on them is unnecessary

- People are self-controlled and voluntarily committed to work in an organization.
- The level of commitment of the staff depends on how they are motivated in the firm.

Theory Y further states that committed effort is as natural as work and play in any organization. When staff are motivated, they become self-directed and self-controlled in order to achieve organizational goal without punishment. Reward system is therefore a tool for the achievement of organizational goals. Staff will often accept work and seek responsibility. Theory Y is in favour of participatory management style because two good heads are better than one.

HERZBERG'S HYGIENE FACTOR THEORY OF MOTIVATION

Herzberg (1959) gave birth to a motivational theory which he called Hygiene factor theory or maintenance theory. This theory is popular in management circle. He was able to explain at times when staff will have mix feelings in a place of work, that is, good feelings and bad feelings. A good example is a clerk whose duty is to file or retrieve files in the service office when the environment is hot and there is no power supply from Power Holding Company of Nigeria. Under this kind of environment, the worker will not be happy and willing to work.

But when there is power supply and good working environment, the worker will be motivated to work. Herzberg called this hygiene factors that motivate and de-motivate workers. He listed some hygiene factors that can motivate or de-motivate a subordinate to increased performance.

These factors are given below:

- Company Policy
- Administration
- Technical Supervisor

- Salary
- Interpersonal relationship with supervisors
- Interpersonal relationship with subordinates
- Job security
- Personal life
- Working condition

There are other factors that have high level of motivation and job satisfaction when there is favourable working condition. However, when these conditions are not met, it does not cause high level of dissatisfaction. These factors are called satisfiers. They include the following:

- Achievement
- Recognition
- The work itself and advancement in it
- The possibility of personal growth
- Responsibility

VICTOR VROOM'S EXPECTANCY THEORY OF MOTIVATION

This theory was developed by a physiologist called Victor H. Vroom who said that people will be motivated when they believe that what he or she is doing will be of benefit now and in the future. A good example can be drawn from the civil service in Nigeria where workers continue to endure hardship and difficulties hoping that their effort will produce pension and retirement benefits at the end. This supports the statement made by Martin Luther King which says "Everything that is done in the world is done with hope". Vroom believes in his theory that the

degree of motivation of the individual is directly proportional to the degree of reward with expectations being high. Vroom's Theory states the following:

Force = valence & expectancy

Motivation = Reward x Expectancy

Force = This is the strength by which a person is motivated

Valence = Valence is the strength of an individual preference to outcome.

Expectancy: = This is the probability that a person's action will surely lead to expected outcome. If a staff valence is zero, his or her force will be zero. In the same vain if the expectancy is zero, the force will also be zero. If reward is zero, motivation will also be zero and if the expectancy is zero motivation will also be zero.

Vroom's theory recognizes individual needs in motivation. This theory fits into management by objectives. The strength of Vroom's theory is also its weakness since people's beliefs vary.

What motivates one person may not motivate another person. That is why people work harder in order to advance to a particular position.

PORTER AND LAWLER'S MOTIVATIONAL MODEL

This theory expatiated on Vroom's expectancy theory and this is primarily applied to managers at work. Porter and Lawler's Motivational Model states that the amount of effort applied to the job/ the strength and energy generated is dependent of the value of the reward in addition to the amount of energy required besides the probability of getting the reward.

The effectiveness and efficiency of performing a job in order to meet organizational goals is dependent on the effort applied to the job. The knowledge and skill of the staff also influences job performance. Wrong application of skills and knowledge will affect the efficiency of the job.

This theory is more complex than other motivational theories. It stresses the need to apply right skill and knowledge, intelligence and wisdom to work in order to achieve effective and efficient output. When organizational goals are met, it leads to high level of motivation to hard working staff and it will be a morale booster to lazy ones.

EQUITY THEORY OF MOTIVATION

Stancy Adams states that the individual input is equal to his reward and this is subject to organizational fairness to rewarding staff when other factors like experience and education are inclusive. The equity theory formula is stated below:

$$\frac{\text{Outcomes by a person}}{\text{Inputs by a person}} = \frac{\text{Outcomes by another person}}{\text{Inputs by another person}}$$

This is vital in any organization because staff complain a lot when a worker is being rewarded. This can even lead to labour turnover if the worker is dissatisfied with the reward system and especially if he feels that he works harder than others.

Inequitable reward system will definitely reduce work output but if there is equitable reward, work output will continue at the same level. But more than equitable reward means that reward is not based on hard work or that hard-working staff efforts are not taking into account.

For instance a staff receiving N100.00 will be happy when he sees that another person doing the same job with him is receiving N50.00. On the other hand, a staff who receives N50.00 will be sad when he sees that another person doing the same job with him is receiving N100.00. So the best reward system is equitable reward.

GOAL-SETTING THEORY OF MOTIVATION

This theory is based on Management by Objectives (MBO) as conceptualized by Peter Drucker (1954). This is where the goals and objectives are clearly stated by the organization and everybody is working towards the attainment of the set goals and objectives.

DAVID McCLELLAND'S THEORY OF MOTIVATION

David McClelland contributed to the understanding of motivation by identifying three types of basic motivating needs. He classified them as the need for power (n/PWR), need for affiliation (n/AFF), and need for achievement (n/ACH).

Need for Power

McClelland and other researchers have found that people with a high need for power have a great concern for exercising influence and control. Such individuals generally are seeking positions of leadership; they are frequently good conversationalists, though often argumentative; they are forceful, outspoken and demanding; and they enjoy teaching and public speaking.

Need for Affiliation

People with a high need for affiliation usually derive pleasure from being loved and tend to avoid the pain of being rejected by a social group. As individuals, they are likely to be concerned with maintaining pleasant social relationships, to enjoy a sense of intimacy and understanding, to be ready to console and help others in trouble, and to enjoy friendly interaction with others.

Need for Achievement

People with a high need for achievement have an intense desire for success and an equally intense fear of failure. They want to be challenged, and they set moderately difficult (but not impossible) goals for themselves. They take a realistic approach to risk; they are not likely to be gamblers but, rather prefer to analyze and assess problems, assume personal responsibility for

getting the job done, and like specific and prompt feedback on how they are doing. They tend to be restless, like to work long hours, do not worry unduly about failure if it does occur, and tend to like to run their own shows.

RESEARCH METHODOLOGY

Survey research design was adopted in the study. Questionnaire carefully designed by the author was used to gather primary data for the article. The sample size used was 40 respondents made up of human resources practitioners from two corporate organizations. The data gathered were analyzed using tables and percentages. The hypothesis of the article was tested using chi-square inferential statistical too to establish its validity. The author found that the Alternative hypothesis obtained was 20.25 as against the Null hypothesis of 9.49. Thus the Null hypothesis (Ho) was rejected and the Alternative hypothesis (Hi) accepted. The result of the test showed that employee motivation serves as the tug-boat of organizational productivity in modern corporate organizations. The test also revealed that monetary incentive seems to be more powerful in motivating organizational workforce to record increased productivity in Nigerian corporate organizations.

Null hypothesis (Ho): “Employee motivation does serve as the tug-boat of organizational Productivity”

Questionnaire response data used for testing the null hypothesis:

RESPONSE VARIABLES	FREQUENCY	PERCENTAGES (%)
Strongly Agreed	8	20%
Ag reed	19	47.5%
Undecided	4	10%
Disagreed	5	12.5%
Strongly Disagreed	4	10%

TOTAL	40	100%
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COMPUTATION FOR THE TEST OF HYPOTHESIS

Chi-Square is now calculated with the above data to test the hypothesis:

Variables	Fo	Fe	(Fo - Fe)	(Fo - Fe) ²	$\frac{(Fo - Fe)^2}{Fe}$
Strongly Agreed	8	8	0	0	0
Agreed	19	8	11	121	15.12
Undecided	4	8	- 4	16	2
Disagreed	5	8	- 3	9	1.13
Strongly Disagreed	4	8	- 4	16	2
TOTAL	40				20.25

$$Fe = 40/5 = 8$$

$$X^2 \text{ table value at } 5\% \text{ level of significance} = 9.49$$

$$\text{Degree of Freedom} = (r - 1) (c - 1) \\ = (5 - 1) (5 - 1) = 4$$

Where r = row
c = column

Summary of Computation

$$X^2 \text{ Table value} = 9.49 \\ X^2 \text{ Calculated value} = 20.25$$

LITERATURE REVIEW

Classification of Motivation

Motivation can be classified into two categories, namely, financial and non financial incentives.

Financial incentives include salary increase and other allowances paid to employees. Non-

financial incentives include the provision of fringe benefits and morale boosting activities such as commendation, thanks and public appreciation. These two categories of motivation are discussed in detail below:

(a) Financial Incentives

There are two types of rewards that motivate behaviour. These are primary and secondary rewards. Primary rewards directly satisfy physiological needs such as hunger, thirst and sex, while secondary rewards, such as money, do not satisfy needs directly but they can be used in exchange for things that satisfy needs directly. Secondary needs are relevant to work motivation, and do not become satiated. Money as an incentive is rather complex, as the desire for money appears to have a direct relationship to the desire for goods and services (Cascio, 2011).

Heinz (2005) is of the opinion that money, as an incentive, cannot be considered on its own, but only in terms of some other context, such as, status, where it is not the money itself but its level of comparison with the income of those around us which really counts. According to Lawless, a raise symbolizes recognition and thus adds an important reward to the receipt of more money by the individual.

(b) Non-Financial Incentives

Eze, 2010 postulated that the application of motivation theories should hinge on job design and job content, employees' compensation and organizational climate. From this classification, it is clear that job design and job content as non-financial incentives while employee's compensation falls under the financial incentives.

Seven Rules of Effective Motivation in an organization

The following have been provided by researchers as the Seven Rules of effective motivation in modern organizations:

1. Have a major goal that follows a particular pattern
2. Ensure that you finish any project started by you
3. Have cross fertilization of ideas with friends who have similar interest in business
4. Improve yourself by learning from others who know better than you
5. Try to balance and further improve on your natural talent with interests that motivate.
6. Improve yourself on courses and knowledge that inspires, e.g. law and medicine
7. Develop a fighting spirit that does not accept defeat. Abraham Lincoln, the celebrated American president lost so many elections before he could win the Presidential ticket.

Also risk takers are known to be the most successful people in the world.

Types of Motivation

There are two broad types of motivation and these are intrinsic (internal) motivation and extrinsic (external) motivation.

(1) Intrinsic Motivation: Intrinsic motivation refers to motivation that is driven by an interest or enjoyment in the task itself, and exists within the individual rather than relying on any external factor or pressure. Intrinsic motivation is based on taking pleasure in an activity rather than working towards an external reward. Intrinsic motivation is related to psychological rewards, such as, the opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition and being treated in a caring and considerate manner.

(2) **Extrinsic Motivation:** On the other hand, extrinsic motivation refers to the performance of an activity in order to attain an outcome, which they contradicts intrinsic motivation. Extrinsic motivation is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of work.

It is widely believed that motivation performs two main functions. The first function is often referred to as the energetic activation component of the motivational construct. The second function is directed at a specific behaviour and makes reference to the orientation directional component.

Porter and Lawler see productivity as the level of performance which may be causal factor in job satisfaction with intrinsic and extrinsic reinforcing variables. Intrinsic reward are such rewards as the feeling of having accomplished something worthwhile, extrinsic rewards are pay, promotion and high status.

Performance, on the other hand, may lead to rewards which in turn produces satisfaction.

Perception of equity is also shown as a relevant variable since satisfaction to a certain extent is a function of level of award in relationship to the reward given to others. In view of this,

Akintunde (2005) stated the relationship between productivity and satisfaction in this way:

“Motivation depends on (a) the particular need of individual as reflected in the goals towards which it is moving and (b) the individuals perception regarding relative usefulness of productive behaviour

as an instrument for the attainment of the set goal. Generally speaking, behaviours which result in the satisfaction of needs tend to be repeated, while behaviour which does not result in needs satisfaction are never repeated. Thus, if management provides adequate rewards for productive

behaviour, workers will learn to make effort towards the attainment of the set goals of the organization (Chapman, 2012).

Primary Reasons for Motivation

There are primary reasons that compel organizations to motivate employees. Some of these reasons are stated below:

- (1) To increase productivity in the workplace
- (2) To have more dedicated staff
- (3) To ensure that the employees are loyal to the organization
- (4) Motivation makes employees to endure problems and stress at work.
- (5) Motivation compels workers to put in their best effort in the work.
- (6) Motivation reduces employee turnover in an organization.
- (7) Motivation gives employees job satisfaction.
- (8) Motivation enables an organization to realize its set goals and objectives

2.3.5 Motivation and Organizational Performance

Performance is a multidimensional construct and the term has been variously conceptualized.

(Akpala, 2008) identified four different types of performance measures as follows: (1) human resources outcomes, such as, absenteeism, turnover, and individual or group performance, (2) organizational outcomes, such as, productivity, quality and service, (3) financial or accounting outcomes, such as, profitability, return on assets, and return on invested capital, (4) stock market performance (stock value or shareholders' return on investment).

The Effect of Motivation on employees' Productivity

Many authors have tried to explain what motivates people to work harder. The answer to this question is important because it is obviously good to understand what influences people's behaviour. However, it is not the only reason for a great interest in the topic of motivation. Managers may look for ways to motivate the employees because they assume that motivation can lead to some positive outcomes for a company. It is necessary to find out whether or not motivation really has influence on peoples' performance at work. Researchers show that indeed there is a relationship between motivation and employees' productivity.

Distinction between Motivation and Performance

Motivation and performance cannot be treated as equivalent phenomena. The distinction between motivation and performance was noted by Vroom (1964). He suggested that effective accomplishment of a task is not only related to motivation but also to other factors.

The result of his study suggested that people cannot perform well even when they are motivated if they do not possess the skills and abilities to execute the required organizational tasks. In Vroom's view point, motivation and abilities are equally important. In his opinion, more is to be gained by increasing the ability of people who are highly motivated to accomplish the task assigned to them. In other words, performance is not constantly increasing when the level of motivation is rising.

Income Maximizers versus Status Seekers among the Employees

Current research has found that some employees in an organization are income maximizers while others are status seekers. The finding of the study was based on the relationship between a particular type of incentive and performance. Therefore, particular motivators influence performance of individuals differently. There are employees who are motivated extrinsically. Authors divided them into two types: "Income Maximizers" and "Status Seekers". Income

maximizers are only interested in earning money for consumption goods and they find work an unpleasant duty. Status seekers search for social comparisons. Work to them is a tool for gaining position.

We also have three groups workers characterized by specific features. Loyalists identify personally with the goals of the company they work for. Formalists are focused on procedures and rules existing in a company, while autonomists pursue the ownership of an ideology. Defining and understanding these three types of employees help to predict which kind of motivators are effective in increasing individual's performance. As an example, performance-related pay increases performance of Income Maximizers, especially when it is paid out as money rather than fringe benefits. The condition that has to be met is that employees must see clear relationship between compensation and performance. Status seekers can also be motivated by wages and salaries so long as they let them distinguish themselves from other people. In their case, compensation does not have to come in form of money. They would rather prefer other benefits that directly show their status. Loyalists may understand this kind of rewarding as a signal that their work is considered by the company as inadequate. Formalists also may feel that the company tries to change the way they work.

Finally, Autonomists would lose their intrinsic motivation because their self-fulfilling work concept is put on doubt. Non-financial rewards also need to be matched with employees' types. For example praise would be desired by Status seekers but would not be motivating at all to Income Maximizers who cannot buy anything with praises. Autonomists may feel that management is trying to absorb them into the organization and Formalists may not appreciate praise as they "just do their job".

Another way to increase performance is implementing commands and sanctions. This way would be effective for Formalists who understand them as a guide. On the other hand, it can dramatically reduce performance of other types of employees. Income maximizers, Status seekers, Loyalists and Autonomists see commands as restrictions. Participation can be a helpful tool that positively affect performance of Autonomists but it would be treated as waste of time by Income maximizers and Status Seekers as they are not interested in the work itself.

Motivation and Increase in Productivity

In production scenario, when there is an increase in productivity (that is the output of an individual worker), then the employee can be rest assured that an increased pay will be reflected in his pay slip. But if there were no set targets in the achievement of an event, there would be no sense in talking about increase or decrease in productivity.

When there is productivity in the organization, the organization's annual returns will be increased hence more generation of revenue for the country through corporation tax. Due to the fact that corporate organizations have to be taxed, the management of the organization must make effort to remain productive for the better part of the years so that they can have an increased net profit at the end of every financial year (Akindele, 2003).

Motivated employees have a greater influence on the performance of an organization (Eze, 2010). When the leadership is efficient enough, it will be able to influence the performance of the organization. A leader is like a father and the key figure in a family and the rest of the members seek to emulate what they see in their father. The same thing applies to an organization. Employees try to follow what their leader (manager) says. If the leader is kind, caring and approachable then the employees are more likely to feel safe in the presence of their

manager. In return, the employees will demonstrate their respect and trust in their leader by having an increased output.

Motivation in a team can be reflected and achieved when there is achievement of goals that are set by the organization. Goals that are set in a team together are more likely to be valued and achieved as the members of the team will work hard to achieve the goals they were party to their setting.

Effective Time Management as an Agent of Productivity

There is an adage which says that time is money. Ineffective management of time adversely affects productivity in an organization. Managers and supervisors in charge of operational employees should make important tasks in the organization time-bound in the interest of productivity. A good manager should avoid the following time wasters:

- (a) Lack of planning
- (b) Lack of priorities in the execution of tasks.
- (c) Over commitment
- (d) Management by crisis
- (e) Unnecessary meetings
- (f) Indecision and postponement of important decisions
- (g) Unclear objectives
- (h) Procrastination on important operations
- (i) Lack of self-discipline
- (j) Lack of managerial skills
- (k) Incompetent subordinates
- (l) Inconsistent actions

Problems of Motivation and Productivity

There are some problems in the motivational process which must be taken care of if the productivity of the workforce and the over-all performance of an organizations are to improve.

Some of the problems are discussed below:

- (a) Lack of job satisfaction due to poor working environment and lack of office equipment such as furniture and functional vehicles.
- (b) Lack of opportunity for advancement
- (c) Lack of job security
- (d) Poor conditions of service
- (e) Lack of effective communication and poor supervision

Essential Tools and Techniques for Saving Time in an Organization

In any profit-making organization, time-saving is as good as money-saving. Modern corporate organizations should adopt the following methods for saving time in the interest of improved productivity:

- (1) Know how to plan operations
- (2) Have a good mission statement
- (3) Have a vision statement
- (4) Learn to say "No" when necessary
- (5) Follow due process in management
- (6) Have effective communication system
- (7) Screen visitors before letting them into your office
- (8) Handle telephone calls with diplomacy and intelligence
- (9) Train your subordinates very well to serve you as valuable aids

(10) Reward your subordinates adequately

2.3.15 Traditional Approach to Motivation

The method of motivation in Nigeria that is formerly applied by many organizations is by the use of power, authority and threat of punishment to get the workers to achieve the set goals of an organization. This follows the theory postulated by Frederick Taylor and also has relevance to theory X and Y by Douglas McGregor. However, modern organizations know that the use of fear and threat to get workers to perform in an organization are negative motivational approach which belongs to the past. This traditional method has lost its relevance in modern-day industrial setting.

Today, workers must be motivated positively by providing them with competitive wages and salaries, attractive fringe benefits and other incentives to make them work harder towards the attainment of organizational goals.

CONCLUSION

Motivation of employees is critical for the achievement of improved productivity in every organization. Modern corporate organizations are becoming increasingly aware of the importance of motivation to improved organizational performance and increased profitability.

When workers are not adequately motivated, it leads to other negative manifestations, such as, labour turnover, absenteeism and late coming. Many employees will be prone to sharp practices, such as, embezzlement and falsification of documents in order to enrich themselves dubiously.

The research study discovered that Nigerian workers in both government establishments and corporate organizations are more attracted and motivated by cash incentives, such as increase in wages and salaries rather than by non-monetary motivational factors. Both high and low level workers need money to solve personal problems rather than praises and accolades which cannot

be sold for cash. The study also discovered that both government establishments and modern corporate organizations favour the use of positive motivation to get workers to put in their best to enable the organization achieve its set goals and objectives. Positive motivation is the provision of increased wages and salaries and fringe benefits accruing to an employee.

Negative motivation, on the other hand, is the use threat, of physical punishment and cut in pay to get improved productivity from the workforce. Negative motivation is no longer popular in modern industrial setting.

The basic purpose of any form of motivation is to provide additional zeal to the workforce to encourage the workers to put in their best in the work of the organization for the achievement of the set goals and objectives. Abraham Maslow's hierarchy of needs theory of motivation focuses on satisfying workers needs both the lower order needs and the higher order ones. Motivation in form of money and other incentives and benefits induce the employees of an organization to perform more effectively. As Abraham Maslow made it clear, the various human needs are interdependent and the satisfaction of one basic need activates the next level of needs.

This author discovered that increase in wages and salaries of workers motivate the workforce to increase productivity more than any other form of motivation. Financial rewards eliminate high level of labour turnover, strike and time wasting in the execution of organizational tasks. Free medical services and free lunch in the workplace motivates employees. Promotion is a powerful motivator of an individual since it leads to increased pay and also increased status of the individual in the organization. Attractive welfare scheme for workers is essential for retaining performing employees and motivating them to remain in the organization.

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