

**Motivation as a Management Tool for Higher Productivity
in Organisations: A Case Study of Central Securities and
Clearing System Limited, Lagos Nigeria- Financial Market
Infrastructure (FMI), the Clearing and Settlement System
of the Nigerian Capital Market.**

BY

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DECLARATION

I, Joseph Friday Mekiliuwa hereby declare that the dissertation is entirely my own composition and the works of other persons that have been used, they have been duly acknowledged.

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APPROVAL

This is to certify that the research project was carried out under our strict supervision and has been approved for submission to the department in partial fulfillment of the requirements for the award of the degree of Doctor of Philosophy in Business Administration.

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DEDICATION

I dedicate this project to the Almighty God for His mercies, grace and love and also to my wife, Dr (Mrs) Jumoke Mekiliuwa, my daughter; Grace and son; Emmanuel.

ACKNOWLEDGEMENT

I give glory to God for His grace, divine favours, wisdom, direction and strength . My joy knows no bounds for the privilege He has given to me to acquire the Doctor of Philosophy in Business Administration degree at St Clements University.

I thank the University for the opportunity granted to me to avail myself of more educational empowerment, experience, added value and knowledge towards uplifting me in my profession and future endeavours in life.

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May God bless you all in Jesus name. Amen

ABSTRACT

The focus of this study is to investigate “Motivation as a Management Tool for Higher Productivity in Organisations” (A Case Study of Central Securities and Clearing System Limited, Lagos Nigeria- Financial Market Infrastructure (FMI), the Clearing and Settlement System of the Nigerian Capital Market)

This study has provided conceptual framework that will address those contributory factors to job motivation, higher productivity, morale of the workforce, passion and commitment to the job. While conducting this study, the rationale for the study were clearly established: five research questions were formulated which were later transformed into five hypotheses for this research. Special instruments were developed by the researcher which was used for generating data in this research.

A total number of thirty items were carefully generated based on the various variables contained in each of the hypothesis tested. One hundred and twenty questionnaires were distributed to respondents and were collected for analysis using Pearson product moment co-efficient (r). The process was used to establish the level of acceptance and rejection of various hypothesis formulated. Based on the data collected, various interviews, in conjunction with the analysis, the results brought out the fact that factors like poor remuneration, work overload, cumbersome work structure and processes, non-conducive work environmental workplace, poor ergonomics, complexity in the nature of job, unfriendly human resource policies, unhealthy organisation climate, boring re-cycled jobs, hostile superiors, poor communication channels, distorted hierarchy of reporting lines, ineffectual organisation structure, lack of recreational facilities, poor self and time management, inadequate training on the job on systems and processes contributed tremendously to factors affecting employees job motivation. These factors affect productivity, passion, zeal, enthusiasm, morale, positive results from training and development programmes and the corporate image of organisations. Long term effect has shown that since unproductive, de-motivated workers do not share the passion or strive vigorously to work and contribute to a reasonable extent to the goals and objectives of the organisation, a redress is sought. This research conclusively evaluates not just the contributory factors affecting employees job motivation as a management tool for higher productivity but how it affects the internal and external customers the organisations relate with, the corporate image outside its boundaries of physical

operations i.e (on international level and rating if it is a multinational group), the healthy social capital , productivity, morale self and time management of its employees and ultimately proffered recommended solutions.

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CHAPTER ONE

1.0 Introduction

The Human Capital Management aspect in every organisation is of essence for improved productivity, increased profits, staff motivation, staff retention, better training and development results and ultimately enhancement of the corporate image and branding of the organisation.

From Research, managers discover that managing people and workplace diversity, integrating talents, ensuring effective self and time management, creating an enabling work environment and employee friendly organisational climate are the most challenging aspects of the human capital department.

Employee Motivation pushes their drive, interest, concentration and energy to give the very best even with sacrifices. Employees work with different levels of interest, passion, zeal, enthusiasm and energy. When an employee is fuelled with passion for the job, he/she becomes highly motivated and productive.

Organisational management and managers in modern day trends have through surveys, observations, research noted the need, importance and impact of employees job motivation for higher productivity in organisations.

Employees when adequately motivated for higher productivity levels help in the attainment of organisational goals and objectives. This also helps for the development of the individual's self esteem, better qualities and skills to assist him/her in preparation for higher responsibilities, further career advancement, better disposition on the job and acquisition of confidence, improved competencies and self fulfillment.

Workplace diversity in terms of different calibre of employees, sexes, nationalities, religious beliefs, intelligent quotient (IQ), attitude quotient (AQ), cultural background, characteristics, qualities and skills have necessitated employers of labour to motivate their employees in different ways. Labour laws and collective bargaining agreements signed by employers and representatives of the work force have also influenced motivational incentives.

Experience, research, awareness have drawn attention to the fact that it is not enough motivating employees with only monetary incentives like sound and attractive pay packages, promotions, fringe and retirement benefits, estacodes/travel allowances, educational, housing and development loans e.t.c

Employees in organizations are becoming restless and dissatisfied with monetary benefits and seek more fulfilling incentives like reduction of time at work, participation in decision making, recognition of sacrifices and efforts, assignment of more responsibilities, improved communication and reporting channels, redress to cumbersome work structure and processes, healthier organisation climate, exceptional human relations demonstrated by managers, superiors and management, a conducive work environment, job enlargement, job enrichment, matching people to right jobs, linking rewards to performance, equity and ensuring that staff members achieve their career goals, etc.

Families and peers of employees now sensitise employees with the need to agitate and pressure organisations to create work-life balance as health hazards, stress and “burn out” are on the increase on the job.

Higher levels of productivity is experienced when employers of labour, organizational management benefit from well motivated employees who are made to enjoy the financial and non-financial incentives of motivational strategies.

Self-fulfilled, committed, loyal and hardworking employees have contributed overtime to increased profits, enhancement of corporate image of the organisation, goodwill, reduction of cognitive dissonance especially in service producing organisations who strive to exceed customer expectations.

Sabotage, conflicts on the job, labour turnover which are detrimental to higher productivity levels in the organization are reduced to the barest minimum.

When organizations adequately motivate employees, they contribute immensely towards the goals and objectives of the organisation. They do not just perform their job on a routine process or basis but contribute through generated ideas, creativity,

innovation, benchmarking to push the organisation forward to optimum levels of productivity..

They also alert the management of exigencies, deviations from plan, uncontrollable forces that affect the business and management decisions through appropriate feedback and controls. They make themselves the instrument to effectively “sell” the organisation’s ideas, promotional strategies, carve out a “niche”, market for products and services, emphasise “branding” and trade patents/rights and strive vigorously to have dominant market share in the competitive environment where they operate.

Organisations should note that de-motivated and unproductive employees not only cost management of organisations waste of time, improper handling of machineries and systems, operational loopholes for fraud and lapses, poor image projection of the organisation, they also act as “cog in the wheel of progress” by infecting others with their negative attitude, either slowing down work processes or completely disrupting them.

With de-motivated, unproductive and frustrated managers, management of change, on-the-job training, team and corporate performance becomes extremely difficult. There is poor transference of skills, knowledge, procedures, safety and controls and rules to different tiers/levels of management in the organisation.

Hostile human resource policies have contributed to a reasonable extent to the level of employees motivation, low productivity and commitment to organisational goals and objectives. The present unemployment crisis has given employers upper hand in dishing out rules and regulations of operations regardless whether they are palatable or conducive to human relations aspect of the employees.

The training and development to improve systems, work structure, work processes, team productivity and performance, improvement in communication channels are affected by characteristics inherent in the work force. It is highly pertinent to understand how these characteristics affect motivational strategies, influence the work force and how the people behave.

Armstrong (2006) enlists these characteristics as:

- Individual differences – as affected by peoples abilities, intelligence, personality, background, culture, gender and race
- Attitudes – causes and manifestations
- Influences on behaviour – personality and attitudes
- Attribution theory – how we make judgements about people
- Orientation – the approaches people adapt to work
- Roles - the parts people play in carrying out their work.

Employers therefore need to note that, to effectively motivate employees on the job and manage the workforce effectively, these characteristics and factors affecting them must be known and adressed.

This study identifies the need by employers of labour, managers, of the importance and impact of employees' motivation on the job and its effects on higher productivity levels. It also goes further to investigate it's overall effect on morale of employees, the corporate image and branding.

1.1 Background of Study

Employers of labour, organizational management who desire success, enhancement of corporate image, branding and a stable productive workforce need to gratify adequately the expectations of their employees in terms of job motivation to achieve their corporate objectives and ensure human capital effectiveness.

Organisational management can successfully do its job and expect high levels of productivity through motivating people to work for its objectives but it is impossible to understand motivation without considering what people want and expect from their jobs.

Organisation behaviourists believe that the most critical and challenging element in the organisation is the human capital aspect.

They are concerned with what can be done to achieve sustained high levels of productivity and how human resource departments, managers, consultants can contribute to employees job motivation, self fulfillment and esteem of workers.

With public scrutiny intensifying every day, optimizing the performance of employees and departments is more critical than ever before, the key for managers is to understand how different management systems perform individually and interact with one another.

A.H Maslow and some other management theorists have described motivation as:

- The process of creating organisational conditions that will cause employees to strive for superior performance
- The willingness to excel and work
- The “inner drive” and stimulation which enables individuals to perform their work
- Representing an unsatisfied need which creates a state of tension or disequilibrium causing the individual to move in a goal-directed pattern towards restoring a state of equilibrium by satisfying the need
- “Intervening variables”. Intervening variables are internal and psychological processes which are not directly observable and which in turn account for behaviour
- That which causes, channels and sustains people’s behaviour, maintains and changes behaviour

Environmental variables like role characteristics, role ambiguity, leadership behaviours organisational human resource policies, reward system and incentives all have influence on employees behaviour and productivity at work because modern day organisations comprise of employees of different gender, beliefs, religion, skills, maturity, qualities/personality traits, characteristics and behavioural attitudes.

Business competitiveness is getting more intense. Investors, stakeholders, creditors are all agitating for higher yield on returns, more profits, goodwill and residues to contribute to social responsibilities in the organisations area of operations.

No matter what sophisticated technologies, systems, machineries, the organization has in place, no matter how much financial resources is pumped into the business, even the best laid business strategies and plans can never make a difference in the organisation without effective, efficient and a passion driven productive work force who not only perform their assigned jobs/responsibilities but are driven with a motive to excel and put in sacrifices to realise the organisations goals and objectives.

Why do other organisations bother if on a regular basis the employees turnover is on the high level? Why the anxiety to get capable skilled and experienced hands who will stay and contribute towards high levels of productivity, growth and continuity element of the business?

Why do organisations go to lengths to retain employees so that the “branding” and trademark of their businesses can be emphasised so they can claim a dominant market share?

This is because organisations belonging to these categories are aware of the job-motivation factors to enhance employees productivity, performance and loyalty!

Financial and non financial incentives have overtime been employed to motivate employees. Financial incentives include increased salary and wages, profit sharing, leave, christmas bonus, productivity bonuses, housing allowance, dressing, lunch, laundry allowances, overtime allowances, investment, housing loans, retirement benefits, gratuity, hardship/inconvenience allowances, overnight allowances, estacodes e.t.c

As employees are getting restless, absenteeism and labour turnover on the increase, employers of labour, management, discover that monetary benefits are not the only motivating factors or incentives to employees in order to improve on productivity, morale, loyalty and retention.

Non-financial motivational incentives include praise, recognition of work properly done, promotions, friendly human resource policies, training and development to improve skills and competences, reduction of time at work, encouragement of participation and contribution of employees in some related aspects of the job and decision making, assignment of more responsibility, sensitive and appropriate supervision, two-way communications systems, job enlargement, job rotation, job enrichment, the possibility of personal growth, opportunity for career advancement e.t.c

Abraham Maslow one of the notable theorists on motivation hypothesised the five level of needs. These are Physiological (primary needs of human body such as food, air water, shelter and sex), Safety/Security (needs for protection against danger, threats, stability, Social/Love/Affiliation (need to be accepted by others for what they are), Esteem/Ego (need for self respect and respect for others, personal achievement, self worth/recognition, feeling adequate and Self Actualisation (self fulfillment, realisation of ones potentials).

Maslow's theory emphasised two fundamental premises:

- “Man is a wanting animal whose needs depend on what he already has”. Only needs not yet satisfied can influence behaviour. In other words, satisfied need is not a motivator
- Man's needs are arranged in hierarchy of importance. Once one need is satisfied, another emerges and demands satisfaction

Another notable theorist, Fredrick Herzbergs own contribution was on the two factor theory- the key stone of the job enrichment theory.

Herzberg mentioned conditions on a job- maintenance (hygiene/dissatisfier) factors like company policy and administration, technical supervision, interpersonal relations with peers, subordinates, superiors, salary, personal life, job security, work conditions, status can motivate employees but when absent pose as dissatisfiers. These conditions Herzberg called “Extrinsic” as they come outside their person.

His second motivational (satisfier) factor were enumerated as those conditions which if present will build high levels of motivation and job satisfaction but absence of which do not prove an employee is highly dissatisfied. The six motivational factors

were enumerated as achievement, recognition, advancement, the work itself, the possibility of personal growth and responsibility.

These motivational theorists and others like Victor Vroom, Fredrick Taylor, Latham and Locke, Adams, J.S have been able to sensitise organisations of the factors, theories, models of motivation that aid employees on the job, motivation strategies and link to performance, efforts, rewards and feedbacks.

There are still prevailing issues and factors affecting employees job motivation and levels of productivity in organisations despite the knowledge and awareness of these factors, of theories and models..

These factors do not only affect performance, productivity, morale of employees but also the corporate image and “going concern” continuity concept of organisations.

The focus of this study is to examine these factors and make suitable suggestions and recommendations.

1.2 Purpose of the Study

The main purposes of conducting this research include the following:

- To identify and explain what motivation is
- To identify and explain what productivity is
- To highlight the theories, tools, models of motivation and impact on employees job motivation and productivity
- To ascertain the importance of employees job motivation to employers of labour and management
- To ascertain the effects of higher levels of productivity to employers of labour and management
- To identify and explain how employees job motivation can improve morale of the workforce
- To identify how employees job motivation can enhance productivity of employees

- To identify the role of employers of labour, managers in motivating employees for higher levels of productivity
- To highlight the factors that affect employees job motivation
- To identify why organisations fail and have poor corporate image with de-motivated unproductive employees
- To identify employees contribution to being motivated on the job for higher levels of productivity
- To identify how unfriendly human resource policies affect employees job motivation
- To identify how hostile organisational climate affect motivation of employees on the job
- To highlight the approaches in improving human capital effectiveness, higher levels of productivity through adequate employees job motivation

The research will help address the issues of employees job motivation as a management tool for higher levels of productivity in organisations and make suitable recommendations.

1.3 Statement of the Problem

Rapid global changes in technology, education, management of information, exercise of human rights, international trade and labour laws, ethics of various professions is an every second and everyday event.

Awareness is becoming very pronounced. More professionals emerge; glut of the unemployment market is on the increase, poor remuneration, work overload, cumbersome work structure and processes, non-conducive environmental workplace, poor ergonomics, complexity in nature of the job.

Human resources, operations, administrative and technical managers now face the complexity and challenges in managing the workforce and creating an enabled environmental workplace due to work place diversity.

Employees in the organisation comprise of different sexes , nationalities, religious beliefs, intelligent quotient (IQ), attitude quotient (AQ), cultural background, characteristics, qualities and skills.

Employees are getting more concerned that monetary benefits have cease to be the only means of motivation and self fulfillment. Research has also shown that a lot of employees know more than they express to their employers. It takes only dynamic, skilled and experienced managers to know how to highly motivate these set of staff to bring them out of their shells and make them give in their very best in terms of productivity, skills and creativity to push the organisation forward.

Lack of employees motivation has resulted in increase absenteeism, poor productivity, high rate of labour turnover. In some organisations, those who decide they have no where else to go due to the present unemployment crisis, lack of modern skills or higher educational qualifications, stay on the job but are de-motivated non-productive and frustrated. These calibres of employees have little or nothing to offer the organisation.

Problems like grudges, conflicts, resentment, sabotage, disciplinary problems, organisational bottleneck, bureaucracies slow down work processes, bringing about low productivity and poor self and time management.

Morale is low which ultimately results in poor image projection of the organisation especially a service producing one! Employees have poor self esteem and organisational climate becomes unhealthy and highly unproductive..

Due to poor economic recession and glut in the unemployment market, one man does the job of at least six people. He works tirelessly and has little time to rejuvenate him. The employee is even reluctant to put forth a request as he/she feels the job is threatened. For a long duration of time, the body and mental faculties are stretched beyond limits- the law of diminishing returns sets in, hence diminishing productivity!.

With poor motivation, health hazards are on the increase. Executive stress and “burn out” records are on the high and because workers are like automated machines;

consequently, there is no longer passion, room for creativity and innovations on the job. Work processes become re-cycled and boring to them.

Employees become overwhelmed, de-motivated and highly unproductive when they have little or no inkling about their job schedule and responsibilities attached to them. Work processes become tedious and unduly stressful. These calibre of employees succeed in slowing down work processes and frustrate others. On a long term basis, they can succeed in paralysing the activities of the organisations especially if they are engaged in key operational areas or activities of the organisations.

Effective training and development programmes both on and off the job are crucial toward technical empowerment, improvisation of skills to the employees.

Where there is ineffectual training resulting from inability to transfer knowledge and experience acquired from programmes, workshops to the job, it becomes a de-motivating problem on the job leading to poor productivity. This means passion, zeal and enthusiasm to perform beyond expectation becomes almost non-existent, moreso where supervisors themselves do not have an inkling on newly acquired programme or taught skill.

The “generational gap” in transfer of knowledge and skills by experienced superiors, managers, consultants have contributed to employees being de-motivated and unproductive on the job. Though experience, knowledge, skills, work structure and processes could take shorter life span to perform jobs without stress and at the same time conform to controls and policies, job performing now take longer and cumbersome processes which also takes harder and time consuming steps due to de-motivation.

Thus superiors who “hold on” tightly to information, keeping it close to their chest for selfish and egotistical reasons and unwilling to transfer them for human capital effectiveness and improved work processes, contribute tremendously to employees lack of loyalty, genuine interest and concentration on the job. Consequently, the employees lack motivation on the job they perform below organisations expectations and do not make sacrifices when required.

Company's policy and mode of administration influence the level of interest and degree of motivation of the workforce. Organisations could have hostile, unfriendly human resource policies relating to job security, pay packages; salaries, benefits, emoluments, allowances, tenure of casual leave, availability of procession on vacation, poor performance appraisals, inconsistent promotional policies, inconducive general work conditions, poor medical provisions for employees and families.

Taking advantage of the glut of unemployment to enforce compliance of laid down policies, in form of job threat, tend to breed de-motivated workers. These employees believe that since they have no choice to leave but stay, due to the unemployment crisis, after some reasonable time, become "cogs in the wheels" of progress to others and the organisation's development at large.

Some hostile and insecure superiors have been known overtime to contribute immensely not only to de-motivating employees but also in killing anything noble, innovative or creative in them. Where superiors become egocentric, callous, vindictive and power intoxicated due to their position of authority, any observation of employees who desire participation and contribution towards decision making, higher levels of productivity is seen as a threat or insubordination. These employees views or moves are immediately thwarted or squashed.

Research findings have discovered that employees know more than they are willing to let on to their superiors or management of their organization that they know. When de-motivated on the job, they then make themselves the "passive" "sit and watch events go by" employees. Even if the company is in crisis, they fold their arms and watch except they eventually decide on their own (which happens in rare cases) to speak up regardless of the reactions of anyone. It is difficult sometimes because a squashed and thwarted spirit may have thrown away the confidence somewhere along the line to believe in him/herself and brace up to speak when it is required.

Communication is an essence of management. Where communication policies are such that reporting lines, channels, feedback and controls are not properly monitored, it becomes de-motivating to employees. It means there can be no timely decision making process which affect productivity and performance levels.

When there are misunderstandings, there is need for clarifications, detailed, explicit explanations about manuals, work processes, workstructure, before introducing change in procedures, systems, new work rules and regulations. When communications are poor, the devastating de-motivating effect on employees is unquantified and indescribable. It means the operations of the organisation and everybody are in a state of limbo.

Organisations in these modern day dispensation and times need positive, energetic and passion driven productive workforce to excel and cope with the present trends in terms of skills, experience, expertise, excellent customer service delivery and satisfying relationship management with its internal and external customers.

The work force needs to be motivated to propel the organisation forward by ensuring high productivity levels. Employees need to exceed customer expectation, this is to ensure that investors, creditors, stakeholders funds are effectively employed to make reasonable yield on their investments. The employees themselves need to be satisfied, become self fulfilled on their jobs and have a sense of belonging.

This research therefore is aimed at evaluating those contributory factors of motivation as a management tool for employees higher productivity levels and make suitable recommendations.

1.4 Assumptions

Motives are the energizing forces within us. These forces are invisible and impossible to measure, because we are different, our energizing motives differ too.

One motive may result in many different motives (e.g desire for prestige can make you do a lot of things)

The same behaviour may come from many different motives.

Behaviour can be used as an estimate of an individual's motive (some people always feel insecure and behave continuously in insecure ways)

Motives may operate in harmony or in conflict. Behaviour is frequently the result of the interplay of several motives.

Motives come and go, in other words, motives do vary. As we grow, so too, our motives will from time to time vary.

Motives interact with the environment. The situation at a particular point in time may trigger or suppress the actions of a motive.

1.5 Hypothesis

For the purpose of realising the goals of this research, the following hypotheses are hereby formulated for testing.

Ho : There is *no* significant relationship between good salary packages, allowances and employees job motivation in organisations.

Hi : There is significant relationship between good salary packages, allowances and employees job motivation in organisations.

Ho : There is *no* significant relationship between leadership styles and supervision and employees job motivation in organisations.

Hi : There is significant relationship between leadership styles and supervision and employees job motivation in organisations.

Ho : There is *no* significant relationship between training and development and employees job motivation in organisations.

Hi : There is significant relationship between training and development and employees job motivation in organisations.

Ho : There is *no* significant relationship between human resource policies and employees job motivation in organisations.

Hi : There is significant relationship between human resource policies and employees job motivation in organisations.

Ho : There is *no* significant relationship between job satisfaction and employees job motivation in organisations.

Hi : There is significant relationship between job satisfaction and employees job motivation in organisations.

1.6 Significance of the Study

Effective management of workplace diversity and human capital effectiveness has sensitised management, employers of labour of the strong need for adequate employee job motivation as a management tool for higher productivity levels in organisations.

Modern day rapid change has necessitated researches into improved managerial skills, techniques, tools, models of motivation to improve employees productivity levels and self fulfillment on the job

Investors, stakeholders, creditors agitate for effective yield/returns on investment hence there is the need for organisations to ensure that a positive, energetic, passionate driven productive workforce is in place for the attainment of organisational objectives and enhancement of corporate image.

Employees need to make adequate contributions, recommendations on how they can be better motivated on the job for higher levels of productivity.

Awareness is being created that there is the need to see workers as individuals and not “automated machines”. They have feelings, needs to be met and encouragement given to contribute and participate in decision making process so that organisations can effectively attain their goals and objectives while they themselves have a sense of belonging.

The findings of this research will be beneficial to the following:

- Employers of labour in organisations who are interested in having energetic, enthusiastic, positive and a passionate driven productive work force to help towards attainment of their goals and objectives.
- Employees who may like to contribute to bringing out those other factors that would help employers motivate them better on the job.
- Learning organisations, institutions of learning who are interested in modern day techniques, tools, models, motivational strategies to improve employees job motivation towards higher productivity levels.
- Managing executives, human resource consultants who are interested in working towards factors that contribute to employees job motivation as a management tool for higher productivity in organisations.
- Operations, human resources, technical, administrative, line managers who will like to know how to enhance job motivating strategies and activities to ensure high level performance and productivity of their subordinates on the job.
- Psychologists, individuals who are interested in investigating those contributory factors of employees job motivation as a management tool for higher productivity in organisations
- Curious researchers who will like to acquire additional reading materials, information, data, knowledge and shared case studies for referral purposes.

1.7 Limitation of Study

The focus of this research is to evaluate those factors affecting employees job motivation as a management tool towards higher productivity levels in organisations.

In the process of conducting this study, the researcher established the relationship between variables like leadership styles, supervision, training and development, human resource policies, acquisition of skills, job satisfaction and employees job motivation in organisations.

In actualising the objectives of the research, only organisations located within the strategic locations in Lagos metropolis were involved in the study.

The study has its limitations. There was difficulty in administration and collection of the research questionnaire from the study population/respondents.

There was insufficient time to read and assess all numerous related literatures within the limited time frame.

1.8 De-Limitation of Study

Organisations need to become aware of the need to adequately motivate employees while the employees are also to make suitable contributions so that both parties can benefit from motivational activities and strategies.

For human capital effectiveness, a healthy social capital in organisations, maximum co-operation should be sought from employees by employers of labour. Threats, coercion and intimidation may work less hence poor productivity levels..

This study is de-limited to organisations only in strategic locations in Lagos Metropolis. Calibre of employees employed as study population include staff from all tiers of management (low, middle, top).

This study is further de-limited in terms of organisational subsets of familiarity, interest, attitudes, driving force as well as approaches to employees motivation on the job.

1.9 Glossary of Terms

Motivation: Inner drive channeled towards the attainment of objectives

Employee: a person who is paid to work for somebody

Employer: a person who pays people to work for them

Organisation: a group of people who form a business together in order to achieve a particular aim

Ergonomics: Fitting the right man to the right job/task

Morale: Upliftment of the employees spirit, mental disposition

Productivity: Relationship between the amount of input and output from a clearly identified process

Branding: Trust relationship between two parties who derive mutual benefits from each other

Job Enrichment: Restructuring the content and level of responsibility of a job to make it more challenging, meaningful and interesting to the employees

Job Rotation: Moving employees from one job to another for the purpose of providing them with broader experience

Frustration: State of being cut off from something in mind, loss of interest and unwilling to continue

Retirement: Permanent disengagement of the employee from the services of the organisation

Gratuity: Money paid to an employee on retirement

Turnover: This is the rate of exit and entry of staff in organisation

Stakeholder: person or company that is involved in a particular organisation especially because they have invested money in it.

Effectiveness: The degree to which a system's features and capabilities meet the user's need

Labour: The people who work or are available for work in a company or country

Skill: A particular type of ability to do something exceedingly well

Diversity: A range of many people or things that are very different from each other

Attitude: Behaviour towards something or somebody that shows thinking and feelings

Executive: A person who has an important job as a manager of a company or organisation

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CHAPTER TWO

LITERATURE REVIEW

2.0 Definition of Terms

The relationship between the organisation and its members is influenced by what motivates them to work and the rewards and fulfillment they derive from it. The work organisation and the design and contents of jobs can have significant effect on the satisfaction of staff, their levels of performance and productivity.

The manager needs to know how best to elicit the co-operation of staff and direct their efforts to achieving the goals and objectives of the organisation. **(Mullins 2007)** Employers require both managers and employees to work together for optimal productive results **(Buford 1993)**.

Managing people and understanding why people behave the way they do, what propels them to exhibit different levels of passion, zeal, enthusiasm, genuine interest on the job is one of the most challenging aspect of the human aspect of any organisation. Why does an organisation need motivated and highly productive employees? The answer is survival! **(Smith, 1994)**.

Employee motivation is one of the indispensable crucial factors employers of labour, management, managers need for people to work hard and perform at optimum levels in an organisation. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly **(Bowen & Radhakrishna, 1991)**. For example, research suggests that as employees' income increases, money becomes less of a motivator **(Kovach, 1987)**.

Behaviourists, human resource consultants, researchers, authors, theorists have done a lot of write ups about the definitions, concept, models of motivation.

Below are some of the definitions:

The term **motivation** is derived from the Latin verb *movere* (to move). Motivation is something that gets us going, keeps us working, and helps us complete tasks. (Schunk, Pintrich and Pintrich (2014))

Maslow (1954) defines motivation as a conception of human needs satisfied in a specified order being organised into five major types: *physiological* (food, water, sex, and shelter), *Safety or Security* (protection against threat and deprivation), *Social* (friendship, affection, belonging and love), *Ego* (independence, achievement, freedom, status, recognition and self esteem), *Self-Actualisation* (realising one's potential: becoming everything one is capable of being).

According to Maslow people are motivated to satisfy the lower needs before they try to satisfy the higher need. Once a need is satisfied, it is no longer a powerful motivator.

Motivation is an employee's intrinsic enthusiasm about and drive to accomplish activities related to work. Motivation is that internal drive that causes an individual to decide to take action. An individual's motivation is influenced by biological, intellectual, social and emotional factors. As such, motivation is a complex, not easily defined, intrinsic driving force that can also be influenced by external factors. (Human Resources About .com 2014)

Mullins (2007) defines motivation as concerned basically with why people behave in a certain way.

Koontz, Harold and Weihrich, Heinz {2005} say motivation is a general term applying to the entire class of drives, desires, needs, wishes and similar forces.

James (1999) defines motivation as a way for us to get a better understanding of why people work and why they exhibit certain behaviours in the workplace.

As defined by **Daft (1997) Motivation** refers to "the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action"

Robbins (2006) opines motivation as processes that account for an individual's intensity, direction and persistence of efforts towards attaining a goal.

Campbell and Pritchard (1976) refers to motivation as:

A label for the determinants of

- (a) The choice to initiate effort on a certain task
- (b) The choice to expand a certain amount of effort
- (c) The choice to persist in expanding effort over a period of time holding constant the effects of aptitude, skill and understanding of the task and the constraints operating in the environment

Kolb, Rubin and McIntyre (1979) defined motivation as the search for motive, process of thinking and feeling that causes a person to act in specific ways.

Geen (1995) refers to motivation as the initiation, direction, intensity and persistence of human behavior.

Cole (2002) sees motivation as a process in which people choose between alternate forms of behaviour in order to achieve personal goals.

William, Werther Jr., and Davis (1996) say motivation is a person's drive to take an action because that person wants to do so.

Steers (1984) defined motivation as that which energises, directs and sustains human behaviour.

Armstrong (2006) also opined that motivation is concerned with a reason for doing something- "goal directed behaviour" and those factors that influence people to behave in certain ways.

Shaun, Tyson and Alfred York (2005) defined motivation as an inner force that impels human beings to behave in a variety of ways.

From the above various definitions, key aspects to be noted in these definitions are:

- The willingness to excel and work
- The “inner drive” and stimulation which enables individuals to perform their work
- An unsatisfied need which creates a state of tension or disequilibrium causing the individual to move in a goal-directed pattern towards restoring a state of equilibrium by satisfying the need.

Mitchell (1982) further underlines four common characteristics which underlie the definition of motivation.

- ***Motivation is typified as an individual phenomenon.*** Every person is unique and all major theories of motivation allow for this uniqueness to be demonstrated in one way or another
- ***Motivation is described, usually as intentional. Motivation is assumed to be under workers control, and behaviours that are influenced by motivation such as efforts expended are seen as choices of action.***
- ***Motivation is multifaceted.*** The two factors of greatest importance are: what gets people activated (arousal) and the force of an individual to engage in desired behaviour (direction or choice of behaviour)
- ***The purpose of motivational theories is to predict behaviour.*** Motivation is not the behaviour itself and it is not performance. Motivation concerns action and the internal and external forces which influences a person’s choice of action

Quick (1985) also presented these four underlying principles that are important to understanding motivation:

- People have reasons for everything they do.
- Whatever people choose as a goal is something they believe is good for them.
- The goal people choose must be seen as attainable.

- The conditions under which the work is done can affect its value to the employee and his or her perceptions of attainability or success.

Many contemporary authors have also defined the concept of motivation. Motivation has been defined as: the psychological process that gives behavior purpose and direction (**Kreitner, 1995**); a predisposition to behave in a purposive manner to achieve specific, unmet needs (**Buford, Bedeian, & Lindner, 1995**); an internal drive to satisfy an unsatisfied need (**Higgins, 1994**); and the will to achieve (**Bedeian, 1993**). For this paper, motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals.

Modern day managers have through personal experience, observation, research noted the impact of employees job motivation in organisations taking into consideration these definitions and the underlying key aspects as it affects performance and productivity levels.

While employers of labour are enacting policies to motivate the workforce, management and managers are drawn to an important aspect of employee motivation.

Intelligence quotient (IQ) and technical competences and motivation are not enough to produce “balanced” employees to exude high performance or attain self esteem or enhanced corporate image of the organisation.

Emotional Intelligence (EI) is a significant aspect of motivation. Creating a balance in the employee and increasing work, morale, self esteem requires emotional competencies especially in a service organisation.

Goleman (1998) defines Emotional Intelligence(EI) as the capacity of recognising our own feelings and those for motivating ourselves for managing emotions well in ourselves and in our relationships. He goes further to elucidate **that Intelligent Quotient(IQ) and Emotional Intelligence(EI)** are not in opposition but are different sets of competencies.

Emotional Intelligence requires knowing one's own emotions, managing emotions, motivating oneself, recognising emotions in others and handling relationships successfully. Therefore, managers and superiors face the challenge of possession of this essential skill to understand the whys of employees behaviour and how to tackle issues of motivation on the job.

What are employees needs and expectations on the job? What is that force that drives them to excel? What are those factors that influence behaviour and performance at work? **Farren (2000) tells of the 12(twelve) human needs that have been around since the beginning of recorded history.** He further expantiates that work and private life in the new millenium will continue to revolve around these twelve underlisted needs:

- Family
- Health and well being
- Work/Career
- Economic
- Learning
- Home/ Shelter
- Social Relationships
- Spirituality
- Community
- Leisure
- Mobility
- Environment/Safety

In this study, which evaluates factors affecting employees job motivation as a management tool towards higher productivity in organisations, the researcher will bring out the theoretical framework of authors, theorists and behaviourists.

Searchlight will also be on the needs, important contributions and roles of employers of labour, managers, employees themselves, in employees job motivation as a management tool towards higher productivity levels in organisations.

It will also show benefits and detriments of poor employees job motivation as it affects organisations life span, productivity levels, healthy social capital and social responsibility.

2.1 Theoretical Framework

Motivation has been in practice since the life of mankind. It is such an effort which requires to be quantified for better management technique. **(Sachin, Srivastava, and Kakkar 2008)**

Organisations want to remain and maintain the “going concern” concept. They want to emphasise the “branding”, trademark of their product and services and enjoy high productivity.

They want to exceed customer expectations, enjoy customer loyalty and reduce cognitive dissonance to the barest minimum.

Their reputation, goodwill enjoyed is at stake, moreover the business environment has become more challenging and competitive.

There is the need to be up to date with modern trends and current developments in the internal and external environment where organisations operate.

Technological improvisation has made it such that trade, businesses are conducted on telephone, internet and other sophisticated systems.

Organisations therefore strive to achieve high levels of performance, productivity levels through its workforce.

This necessitates a stable, committed, dedicated, passion driven productive individuals who can best be motivated to deliver to expectation of management and stakeholders.

Due to workplace diversity, internal and external environmental challenges, incessant changes in the workplace require that organisations and their management continue to

give attention to those factors that influence work behaviour and align them to organisational goals.

Motivation theories, models, write ups, researches by theorists, behaviourists, psychologists, authors like Maslow, Herzberg, Douglas McGregor, Vroom, McClelland, Porter and Lawler, Elton Mayo, Alderfer and a host of others have continue to evolve, to provide a way to examine and understand human behaviour in a variety of ways to influence employees, improve morale and implement incentives and compensation plans.

In the Literature Review of this research, the researcher focused on the following: the motivational theories, process/concept of motivation, types of motivation, motivational strategies, impact of motivation on job satisfaction and productivity levels, factors affecting employees job motivation, conditions for effective employees motivation, employees role in contributing to motivation on the job, benefits of employing motivation on the job and why organisations fail, become highly unproductive with de-motivated employees.

In the process of this review, the researcher also examined the characteristics of individuals, self awareness, emotional intelligence and an enabling work environment as it affects employees job motivation, performance and productivity in organisations.

2.2 Theories of Motivation

Competing theories have evolved overtime and they all attempt to explain the nature of motivation.

Organisations, employers of labour experience difficulties in motivating staff both on the long and short run. This complexity of motivation necessitates the need for solution or answers to what motivates people to not only work well, but exceed expectations hence these different theories are of paramount importance to managers.

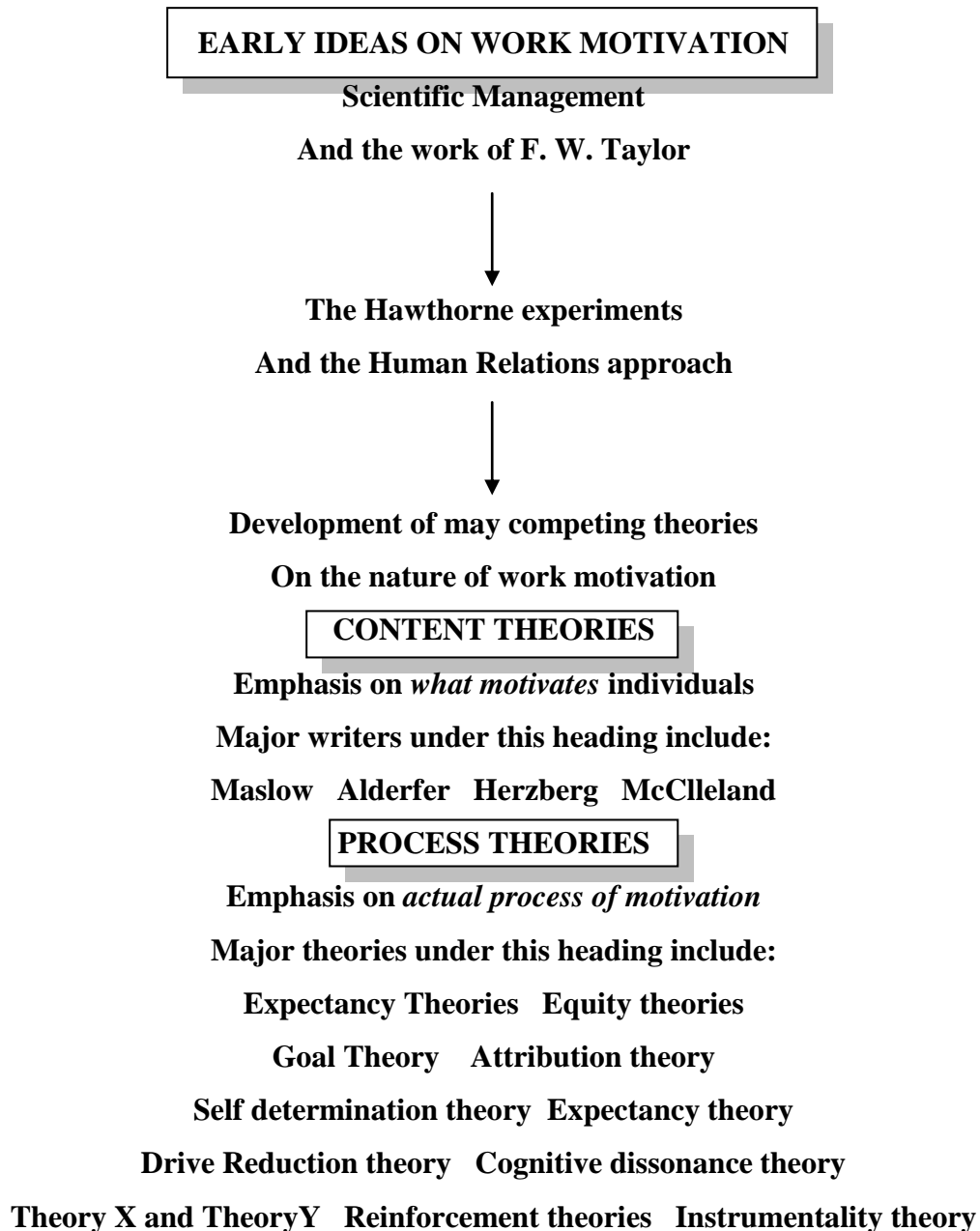
The study of motivation is done through the approach of understanding what people feel and how they think. This helps the managers to predict likely behaviour of staff in given situations.

Mullins (2007) states that the different cognitive theories on motivation are usually divided into two contrasting approaches: **Content Theories and Process Theories.**

Content Theories: attempt to explain those specific things that actually motivate the individual at work. These theories are concerned with identifying people's needs and their relative strength, and the goals they pursue in order to satisfy these needs. Content theories place emphasis on the *nature of needs* and *what motivates*.

Process Theories: attempt to identify the relationship among the dynamic variables that make up motivation. These theories are concerned more with how behaviour is initiated, directed and sustained. Process theories place emphasis on *the actual process of motivation*.

Detailed overview of main theories of work motivation is shown in Fig 2.2.1 below.



CONTENT THEORIES

Abraham H. Maslow's Need Hierarchy

Abraham H. Maslow a Professor at Brandeis University and a practicing psychologist states that people are motivated to satisfy the lower needs before they try to satisfy the higher needs. Once a need is satisfied, it is no longer a motivator.

He developed the *hierarchy of needs* theory. He identified a set of needs that he prioritized into a hierarchy based on two conclusions (**Daft, 1997; McCoy, 1992; Quick, 1985**):

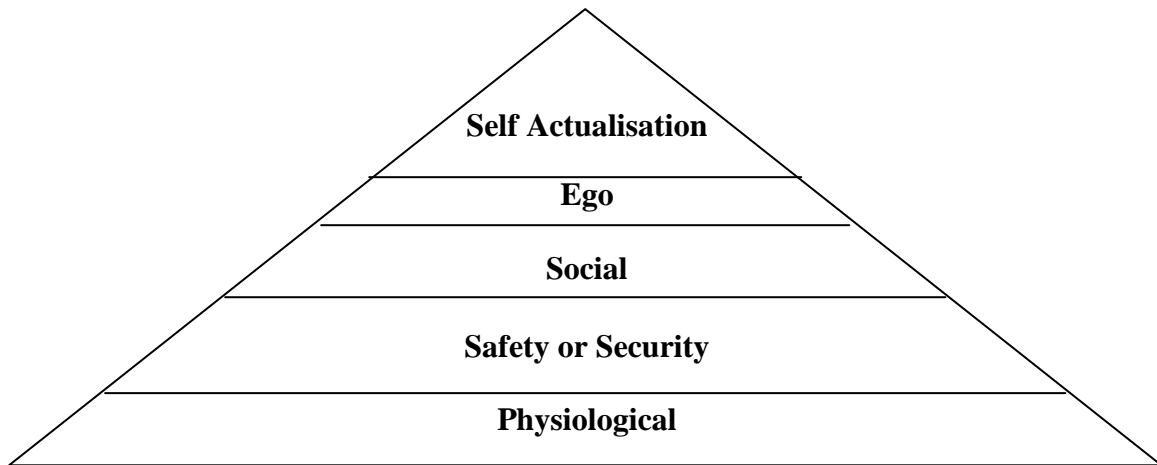
1. Human needs are either of an attraction/desire nature or of an avoidance nature.
2. Because humans are "wanting" beings, when one desire is satisfied, another desire will take its place.

The five levels of needs are the following :

- ***Physiological:*** These are basic physical comfort or bodily needs: food, sex, drink, and sleep. In the workplace, these needs translate into a safe, ergonomically designed work environment with an appropriate base salary compensation.
- ***Security/Safety:*** People want to feel safe, secure, and free from fear. They need stability, structure, and order. In the workplace, job security and fringe benefits, along with an environment free of violence, fills these needs.
- ***Belongingness and love:*** This is a need for friends, family, and intimacy—for social acceptance and affection from one's peers. In the workplace, this need is satisfied by participation in work groups with good relationships among co-workers and between workers and managers.
- ***Esteem:*** People want the esteem of others and they want to be regarded as useful, competent, and important. People also desire self-esteem and need a good self image. In the workplace, increased responsibility, high status, and recognition for contributions satisfy these needs.

- **Self-actualization:** This highest motivation level involves people striving to actualize their full potential, to become more of what they are capable of being. They seek to attain self-fulfillment. In the workplace, people satisfy this need by being creative, receiving training, or accepting challenging assignments.

Maslow (1943) defines the need hierarchy as a conception of human needs organizing these needs into five major types and postulating that people satisfy them one at a time from bottom to top as shown in **Fig 2.2.2**



The works of Maslow has drawn attention to a number of motivators and stimulated study and research. The need hierarchy provides a useful base for the evaluation of motivation at work. Despite criticisms and doubts about its limitations, the theory has had a significant impact on management approaches to motivation and design of organisations to meet individual's needs.

Maslow identified these set of needs he prioritised into a hierarchy as based on two conclusions:

1. Human needs are either of an attraction/desire nature or of an avoidance nature
2. Because humans are “wanting” beings, when one desire is satisfied, another desire will take its place

Applying Maslow's Need Hierarchy

Needs Levels	General Rewards	Organisational factors
1 Physiological	Food, water, sex, sleep	a Pay b Pleasant c Cafeteria
2 Safety	Safety, security, stability, protection	a Safe working conditions b Company benefits c Job Security
3 Social	Love, affection, belongingness	a Cohesive work group b Friendly Supervision c Professional associations
4 Esteem	Self-Esteem, self-respect, prestige, status	a Social Recognition b Job title c High-status job d Feedback from the job itself
5 Self-Actualisation	Growth, advancement, creativity	a Challenging job b Opportunities for creativity c Achievement in work d Advancement in the organisation

CLAYTON ALDERFER ERG THEORY

Clayton Alderfer expanded on Maslow's hierarchial theory. He proposed three need categories and suggested that movement between the need levels is not necessarily straightforward. Failure to meet a higher order need would cause an individual to regress to a lower order need.

Aldefer's model condenses Maslow's five levels of need into only three levels based on the core needs of Existence, Relatedness and Growth (ERG Theory)

- ***Existence needs:*** needs for physical well-being, sustenance of human existence, survival and covers physiological and safety needs of a material nature.
- ***Relatedness needs:*** needs for satisfactory relationships with others, the social environment and covers love or belonging, affiliation and meaningful interpersonal relationships of a safety or esteem nature.
- ***Growth needs:*** concerned with the development of potential, desire for personal growth, incresed competences and covers self-esteem and self actualisation.

Alderfer suggests that individuals progress through the hierarchy from existence to relatedness needs to growth needs as the lower level needs become more satisfied. He further states these needs are more of a continuum than hierarchial levels. There is a frustration-regress process e.g if an individual is continually frustrated in attempting to satisfy growth needs, relatedness needs may reassume most importance. The lower level needs become the main focus of the individual's efforts.

Linking Maslow's, Alderfer's and Herzberg's theories of Motivation

Maslow's Hierarchy of Needs	Alderfer ERG Theory	Herzberg's two-factor theory
PHYSIOLOGICAL		
SAFETY	EXISTENCE	HYGIENE FACTORS
LOVE	RELATEDNESS	
ESTEEM		MOTIVATORS
SELF-ACTUALISATION	GROWTH	

ERG Theory states that an individual is motivated to satisfy one or more basic sets of needs . Therefore if a person's needs at a particular level are blocked, attention should be focused on the satisfaction of needs at other levels. For example, if a subordinate's growth needs are blocked because the job does not allow sufficient opportunity for personal development, the manager should attempt to provide greater opportunities for the subordinate to satisfy existence and relatedness needs.

HERZBERG 'S TWO-FACTOR THEORY: MOTIVATION-HYGIENE THEORY

Frederick Herzberg, a Professor of Psychology at Case Western Reserve University studied the attitudes of workers towards their jobs.

Herzberg's original study consisted of 203 (Two hundred and three) accountants and engineers chosen because of their growing importance in the business world, from different industries in the Pittsburgh area of America.

He used the critical incident method . Subjects were asked to relate times when they felt exceptionally good or exceptionally bad about their present job or any other previous job.

They were asked to give reasons and a description of the sequence of events giving rise to that feeling. Responses to the interviews were generally consistent and revealed that there were two different sets of factors affecting motivation and work.

This led to the two-factor theory of *motivation and job-satisfaction*.

Herzberg proposed that an individual will be moved to action based on the desire to avoid deprivation. His research found that positive job attitudes were associated with a feeling of psychological growth. He thought that people work for two reasons: *for financial reasons* to avoid physical deprivation and *for achievement* because of the happiness and meaning it provides.

Herzberg also identified the concept of job enrichment whereby the responsibilities of a job are changed to provide greater growth and challenge.

His motivation-hygiene theory includes two type of factors:

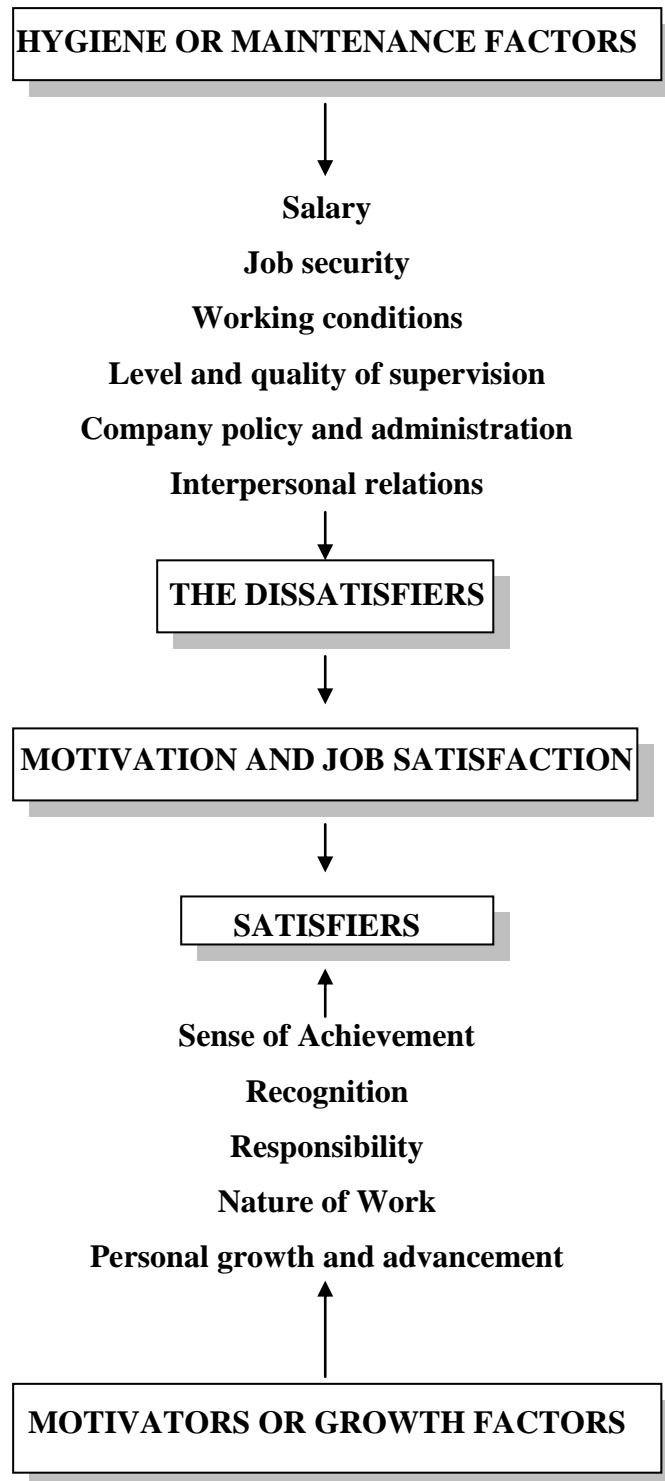
1. **Motivation** is based on positive satisfaction that psychological growth provides. The presence of factors such as responsibility, achievement, recognition, and possibility for growth or advancement will motivate or satisfy people. The absence of these factors will not necessarily demotivate or cause dissatisfaction.
2. **Hygiene** is based on individual's desire to avoid deprivation and the resulting physical and emotional discomfort. Hygiene factors include willingness to supervise, positive working conditions, interpersonal relations with peers, subordinates and superiors, status, job security and salary. These factors do not motivate nor will their presence cause job satisfaction. Their absence however will cause dissatisfaction.

To motivate workers to give their best, the manager must give proper attention to the motivators or growth factors. The *motivators design the job itself*, that is, what people do at work. Motivators are the nature of the work itself, the actual job responsibilities, opportunity for personal growth and recognition and the feelings of achievement the job provides.

Herzberg emphasises that hygiene factors are as important as the motivators. They are characteristics of the work place, the environmental factors in the work situation which need constant attention in order to prevent dissatisfaction. They are necessary to avoid unpleasantness at work and to deny unfair treatment.

Management should never deny people proper treatment at work. The motivators relate to what people are allowed to do and the quality of human experience at work

Representation of Herzberg's two factor theory Fig 2.2.3



McCLELLAND'S ACHIEVEMENT/ACQUIRED NEEDS MOTIVATION THEORY

David McClelland developed the **Acquired Needs Theory** because he felt that individuals acquire different needs throughout their lifetime.

McClelland's work originated from investigations into the relationship between hunger needs and the extent to which imagery of food dominated thought processes. From subsequent research, he identified four main arousal-based and socially developed motives:

- The Achievement motive
- The Power motive
- The Affiliation motive
- The Avoidance motive

McClelland found through his research that early life experiences determine whether people acquire these needs.

The first three motives correspond roughly to Maslow's self actualisation, esteem and love needs. The relative intensity vary between individuals and different occupations.

Managers appear to be higher in achievement motivation than in affiliation motivation.

McClelland, over years of empirical research identified four characteristics of people with a strong achievement need, a preference for moderate task difficulty, personal responsibility for performance, the need for feedback and innovativeness.

Mullins (2007) expatiates on these characteristics as follows:

- They prefer *moderate task difficulty* and goals as an achievement incentive. This provides the best opportunity of proving they can do better. If the task is too difficult or too risky. It would reduce the chance of success and of gaining need satisfaction. If the course of action is too

easy or safe, there is little challenge in accomplishing the task and little satisfaction from success.

- They prefer *personal responsibility for performance*. They like to attain success through the focus of their own abilities and efforts rather than by team work or chance factors outside their control. Personal satisfaction is derived from the accomplishment of the task and recognition need not come from other people.
- They have the need for *clear and unambiguous feedback* on how well they are performing. A knowledge of results within a reasonable time is necessary for self-evaluation. Feedback enables them to determine success or failure in the accomplishment of their goals and to derive satisfaction from their activities.
- They are *more innovative*. As they always seek moderately challenging tasks they tend always to be moving on to something a little more challenging. In seeking short cuts, they are more likely to cheat. There is a constant search for variety and for information to find new ways of doing things. They are more restless and avoid routine and also tend to travel more

McClelland suggests that as effective managers need to be successful leaders and to influence other people, they should possess enough power. Power is directed more towards the organisation and concern for group goals and is exercised on behalf of other people. This is “socialised” power. It is distinguished from “personalised” power that is characterised by satisfaction from exercising dominance over other people and personal aggrandisement .

PROCESS THEORIES ON MOTIVATION

Process Theories or Extrinsic Theories help to explain how individuals select particular behaviours and how individuals determine if these behaviours meet their needs. They identify the relationships among dynamic variables that make up motivation and the actions required to influence behaviour and actions.

Process theory focuses on the psychological processes which affect motivation by reference to expectations (Vroom 1964), goals (Latham and Locke, 1979), and perceptions of equity (Adams 1965).

According to (Guest 1992), process theory provides a much more relevant approach to motivation than the theories of Maslow and Herzberg. He further states that process theory can certainly be more useful to managers than needs theory because it provides more realistic guidance on motivation techniques.

Since process theories involve rational selection, concepts of cognition are employed. **Cognition according to Petri (1996)** “is generally used to describe those intellectual or perceptual processes occurring within us when we analyse both the world around us and our own thoughts and actions.

Some of the process theories are:

Expectancy Theory

The basis of *Expectancy Theory* is that people are influenced by the expected results of their actions. Motivations is a function of the relationship between:

1. effort expended and perceived level of performance
2. the expectation that rewards (desired outcomes) will be related to performance
3. the expectation that rewards (desired outcomes) are available

Performance therefore depends upon the perceived expectation regarding effort expended and achieving desired outcome. A person's behaviour reflects a conscious choice between the comparative evaluation of alternative behaviours. The choice of behaviour is based on the expectancy of the most favourable consequences.

Expectancy Theory are linked to different writers like Vroom, Porter and Lawler

Vroom Expectancy Theory

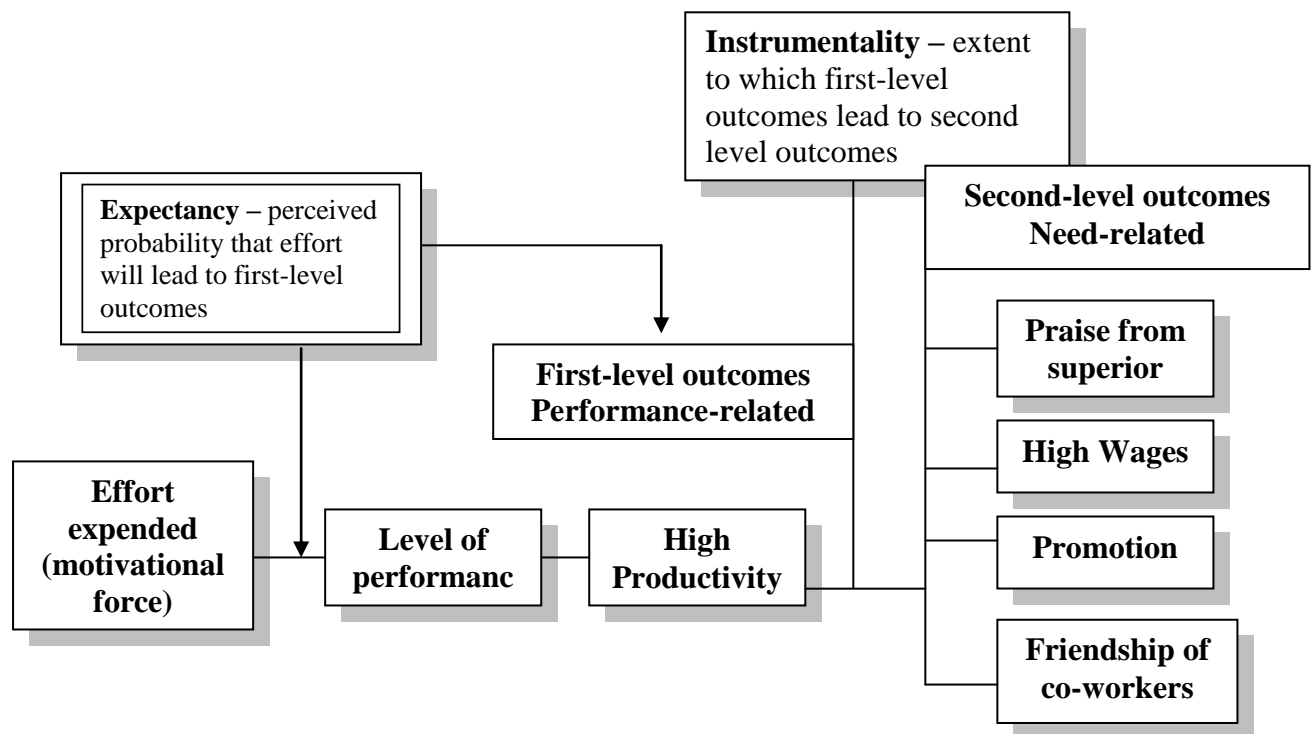
Vroom, V. H. was the first person to propose an expectancy theory aimed specifically at work motivation. His theory is based on individual's effort and performance as well as the desirability of outcomes associated with high performance. His model is based on three key variables.

- **Valence** : The value of or preference for a particular outcome is called valence. Vroom distinguishes valence from value. A person may desire an object but then gain little satisfaction from obtaining it. A person may also strive to avoid an object but find subsequently, that it provides satisfaction. For example, some people may see money as intrinsic worth and derive satisfaction from the accumulation of wealth. Most people, however see money in terms of the many satisfying outcomes to which it can lead.
- **Instrumentality** : The valence of outcomes is derived therefore from their instrumentality. This leads to distinction between first-level outcomes and second level outcomes. *The first-level outcomes are performance related.* They refer to the quantity of output or to the comparative level of performance. *The second-level outcomes are need related.* They are derived through achievement of first-level outcomes, that is, through achieving high performance.

People develop a perception of the degree of probability that the choice of a particular action will actually lead to the desired outcome. This is **Expectancy**. It is the relationship between a chosen course of action and its predicted outcome.

Expectancy relates efforts expended to achievement of first-level incomes .

Fig 2.2.4 Basic Model of expectancy theory



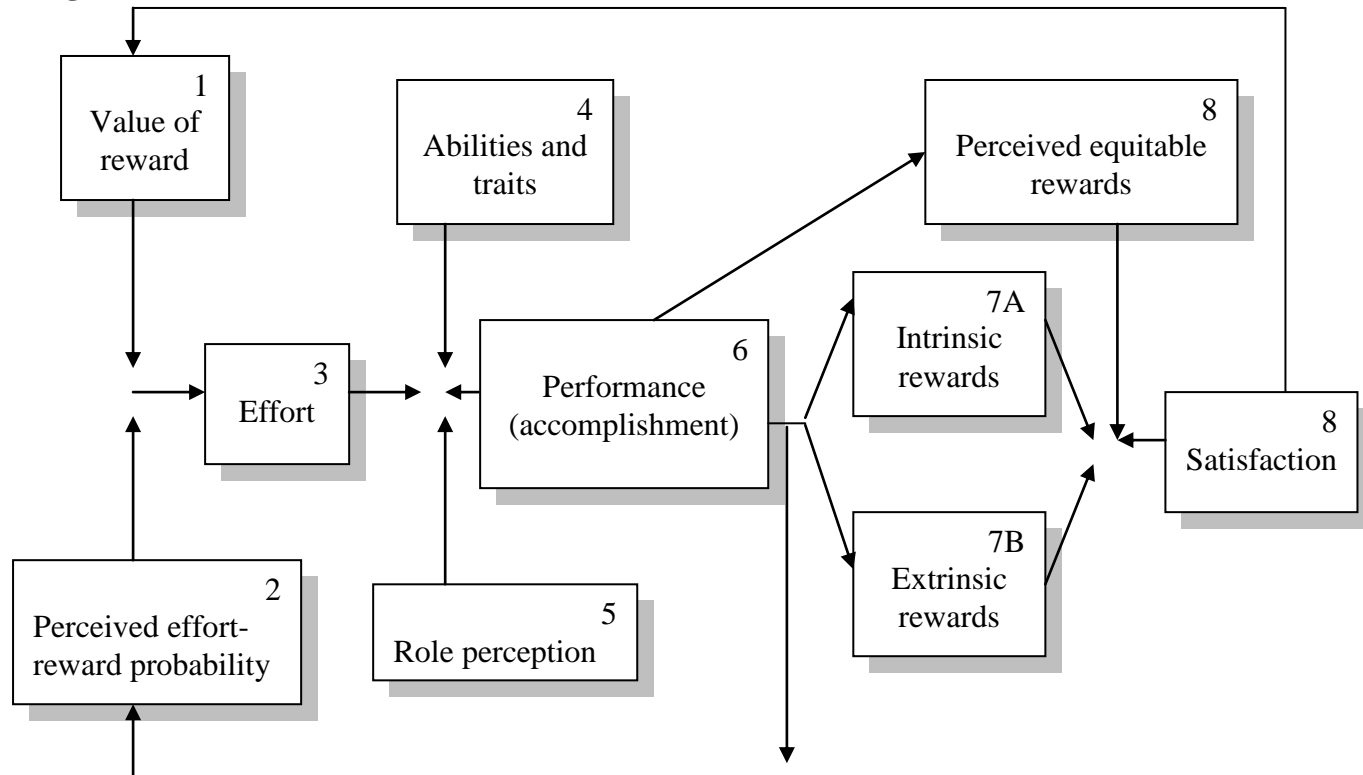
Porter and Lawler Expectancy Model

Vroom's expectancy/valency theory has been further explained by Porter, I. W. and Lawler, E.E (1968). Their model goes beyond motivational force and considers performance as a whole.

They point out that effort expended (motivated force) does not lead to performance. It is mediated by individual abilities and traits and by the person's role perceptions. They also introduce rewards as intervening variable. Porter and Lawler see motivation, satisfaction and performance as separate variables and attempt to explain the complex relationships among them. Their model in Fig 2.3.2 recognises that job satisfaction is more dependent upon performance than performance is upon satisfaction.

Fig 2.2.5 recognises that job satisfaction is more dependent upon performance than performance is upon satisfaction.

Fig 2.2.5 The Porter and Lawler Motivation Model



Source: From Porter, I. W. and Lawler, E. E. *Managerial Attitudes and Performance*. Richard D. Irwin Inc. {1968}

Explanation of relationships in Model above:

Box 1 (Value of Reward) : is similar to valence in Vroom's model. People desire various outcomes (rewards) which they hope to achieve from work. The value placed on a reward depends on the strength of its desirability.

Box 2 (Perceived effort-reward probability) : It refers to a person's expectation that certain outcomes (rewards) are dependent upon a given amount of effort.

Box 3 (Effort) : is how hard the person tries, the amount of energy a person exerts on a given activity. It does not relate to how successful a person is in carrying out an activity. The amount of energy exerted is dependent upon the interaction of the input variables of value of reward and perception of the effort-reward relationship.

Box 4 (*Abilities and traits*) : Porter and Lawler suggest that effort does not lead directly to performance but is influenced by individuals characteristics. Factors such as intelligence, skills, knowledge, training and personality affect the ability to perform a given activity.

Box 5 (*Role Perceptions*) : refers to the way in which individuals view their work and the role they should adopt. This influences the type of effort exerted. Role perceptions will influence the direction and level of action which is believed to be necessary for effective performance.

Box 6 (*Performance*) : depends not only on the amount of effort exerted but also on the intervening influences of the person's abilities and traits, and their role perceptions. If the person lacks the right ability or personality, or has an inaccurate role perception of what is required, then the exertion of a large amount of energy may still result in low level of performance or task accomplishment.

Box 7A and 7B (*Rewards*) : are desirable outcomes. Intrinsic rewards derive from the individuals themselves and include a sense of achievement, a feeling of responsibility and recognition (for example Herzberg's hygiene factors). The relationship between performance and intrinsic rewards is shown as a jagged line.

This is because the extent of the relationship depends upon the nature of the job. If the design of the job permits variety and challenge, so that people feel able to reward themselves for good performance, there is a direct relationship. Where job design does not involve variety and challenge, there is no direct relationship between good performance and intrinsic rewards. The wavy line between performance and extrinsic rewards indicates that such rewards do not often provide a direct link to performance.

Box 8 (*Perceived equitable rewards*) : This is the level of rewards people feel they should fairly receive for a given standard of performance. Most people have an implicit perception about the level of rewards they should receive commensurate with the requirements and demands of the job, and the contribution expected of them. Self-rating of performance links directly with the perceived equitable reward variable. Higher levels of self-rated performance are associated with higher levels of expected equitable rewards. The heavily arrowed line indicates a relationship from self-rated part of performance to perceived equitable rewards.

Box 9 (Satisfaction) : This is not the same as motivation. It is an attitude, an individual's internal state. Satisfaction is determined by both actual rewards received and perceived level of rewards from the organisation for a given standard of performance. If perceived equitable rewards are greater than actual rewards received, the person experiences dissatisfaction. The experience of satisfaction derives from actual rewards that meet or exceed the perceived equitable rewards.

Porter and Lawler place emphasis on the fact that the expectancy theory applies only to behaviours which are under the voluntary control of the individual. The two general types of choices over which individuals have voluntary control of work performance in organisations are the amount of effort and energy expended and the manner in which they go about performing their work.

The Expectant theory can be applied through incentive systems that identify desired outcomes and give all workers the same opportunities to achieve rewards such as stock ownership or other recognition for achievement.

Equity Theory on Motivation

The Equity Theory was developed by J. Stacy Adams (1965) who found that equity exists when people consider their compensation equal to the compensation of others who perform similar work.

Equity Theory focuses on people's feelings of how fairly they have been treated in comparison with the treatment received by others. It is based on exchange theory. People judge equity by comparing inputs (such as education, experience, effort and ability) to outputs (such as pay, recognition, benefits and promotions)

As suggested by Adams (1965), there are two forms of equity: *distributive equity* which is concerned with the fairness with which people feel they are rewarded in accordance with their contribution and in comparison with others; and ***procedural equity or procedural justice*** which is concerned with the perceptions employees have about the fairness with which procedures in such areas as performance appraisals, promotion and discipline are being operated.

Interpersonal factors are closely linked to feelings about procedural fairness. Five factors that contribute to perceptions of procedural fairness have been identified by **Tyler and Bies (1990)**. These are:

- Adequate considerations of an employees viewpoint
- Suppression of personal bias towards employee
- Applying criteria consistently across employees
- Providing early feedback to employees concerning outcome of decisions
- Providing employees with an adequate explanation of decision made

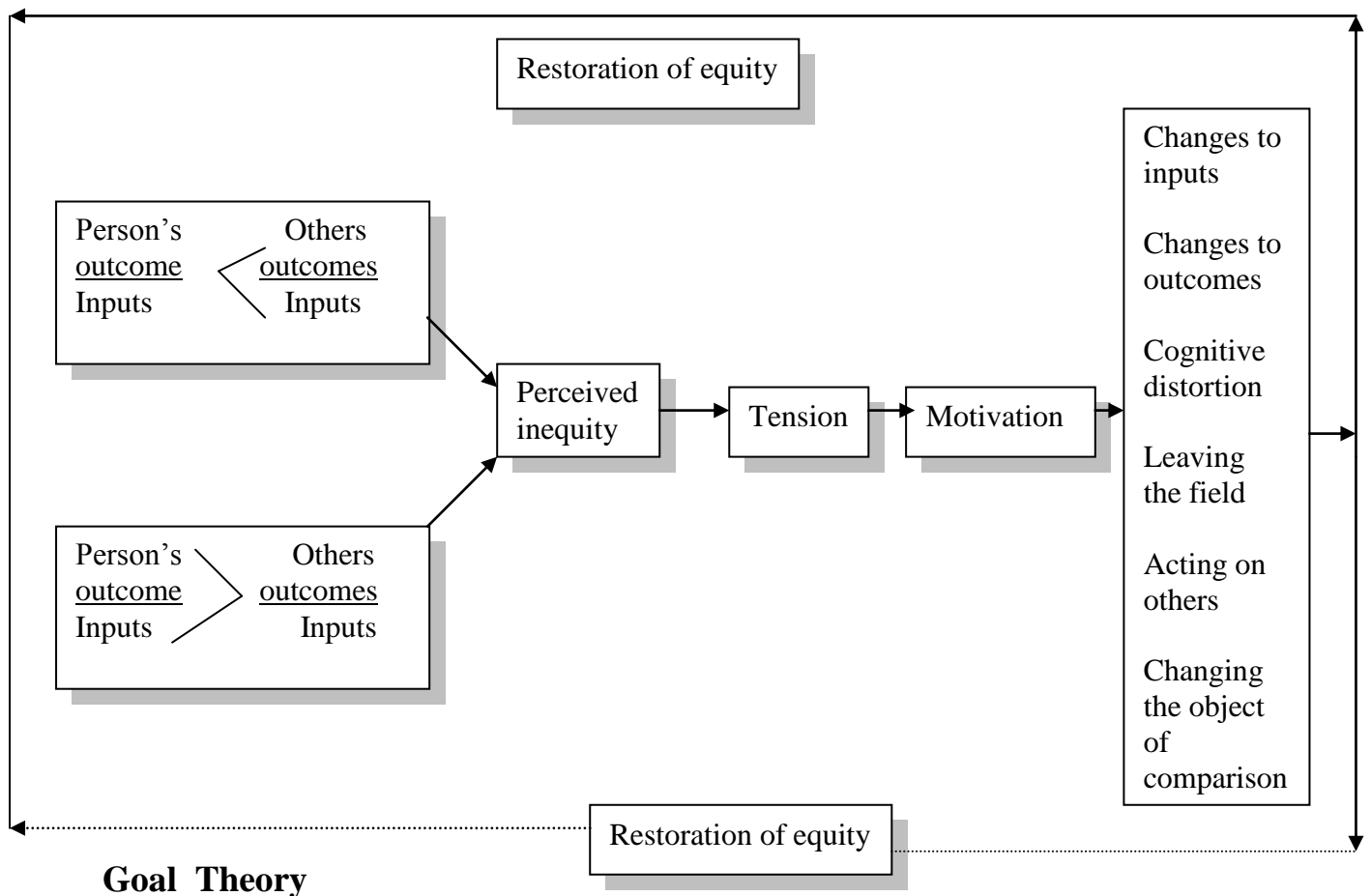
When the ratio is out of balance, *inequity* occurs. An inequitable pay can create an impossible situation when implementing salary and incentive systems.

According to Daft (1997), individuals will work to reduce perceived inequity by doing the following:

- *Change inputs* : Examples include increasing or reducing effort
- *Change outcomes* : Examples include requesting a salary increase or improved working conditions
- *Distort Perceptions* : This occurs when individuals cannot change their inputs or outcomes; for example, artificially increasing the importance of awards
- *Leave the Job* : Individuals might do this rather than experience what they perceive to be continued inequity.

When administering compensation and incentive programmes, managers must be careful to ensure rewards are equitable. If programmes are not perceived to be equitable, then they will not contribute to employees' motivation.

Fig 2.2.6 An illustration of Adam's equity theory of motivation



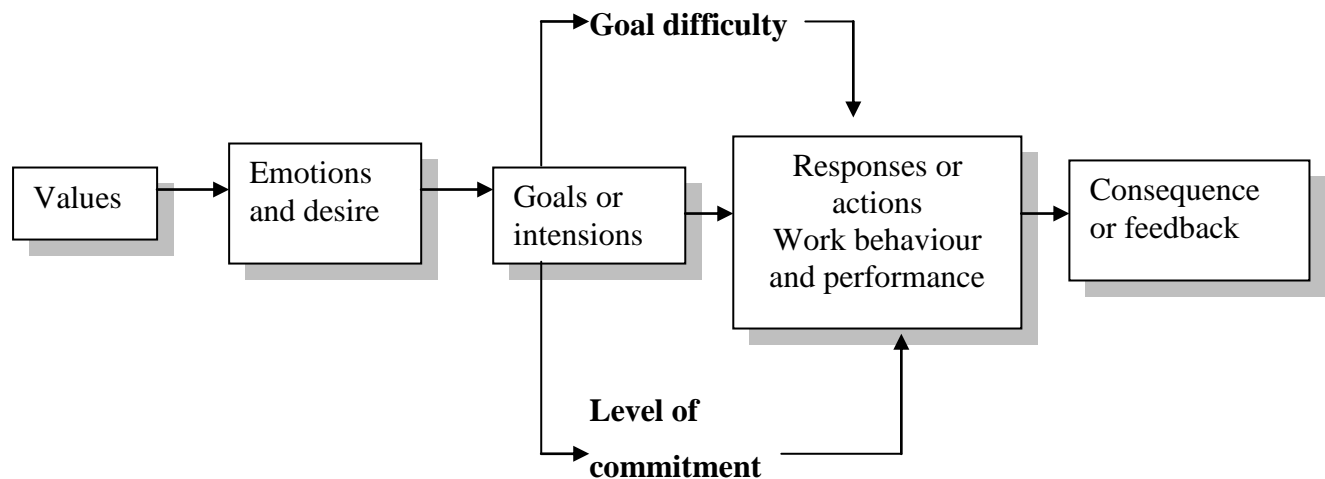
Goal theory as developed by Latham and Locke (1979) states that motivation and performance are higher when individuals are set specific goals, when goals are difficult but accepted, and when there is a feedback on performance. Participation in goal setting is important as a means of getting agreement to the setting of higher goals. Difficult goals must be agreed and their achievement reinforced by guidance and advice. Ultimately, feedback is vital in maintaining motivation, particularly towards the achievement of even higher goals.

Erez and Zidon (1984) emphasised the need for acceptance of and commitment to goals. They found that , as long as they are agreed, demanding goals lead to better performance than easy ones.

Locke accepts the importance of perceived value as indicated in expectancy theories of motivation and suggests that these values give rise to the experience of emotions and desires. Goals guide people's responses and actions.

Goals direct work behaviour and performance and lead to certain consequences or feedback. Locke subsequently pointed out that goal-setting is more appropriately viewed as a motivational technique rather than as a formal theory of motivation.

Fig 2.2.7 An illustration of Locke's theory of goal-setting



Goal theory has practical implications for managers, which are:

- Specific performance goals should systematically be identified and set in order to direct behaviour and maintain motivation.
- Goals should be set at a challenging but realistic level. Difficult goals lead to higher performance. However, if goals are set too high a level or are regarded as impossible to achieve, performance will suffer, especially over a long period.
- Complete, accurate and timely feedback and knowledge of results is usually associated with high performance. Feedback provides a means of checking progress on goal attainment and forms basis for any revision of goals.
- Goals can be determined either by a superior or by individuals themselves. Goals set by other people are more likely to be accepted when there is a participation. Employee participation in the setting of goals may lead to higher performance.

Douglas McGregor Theory X and Theory Y

Douglas McGregor an American Psychologist, in his book “ **The Human Side of Enterprise**” published in 1960 examined theories on behaviour of individuals at work and proposed two kinds of assumptions about people which he calls **Theory X and Theory Y**. (Bruce and Pepitone, 1999; Quick, 1985)

Douglas McGregor, a Professor at the Massachusetts Institute of Technology and a social psychologist, was also greatly influenced by the work of Maslow. McGregor recognized that people have needs and that those needs are satisfied at work.

Theory X Assumptions

The average human being has an inherent dislike of work and will avoid it if he can.

- Because of their dislike for work, most people must be controlled and threatened before they will work hard enough
- The average human prefers to be directed, dislikes responsibility and yet desires security above everything
- These assumptions lie behind most organisational principles today and give rise both to tough management with punishments and tight controls and soft management which aims at harmony at work
- Both these are wrong because man needs more than financial rewards at work, he also needs some deeper higher order motivation- the opportunity to fulfill himself.
- Theory X managers do not give their staff opportunity so that employees behave in the expected fashion

Theory Y Assumptions

- The expenditure of physical and mental effort in work is as natural as play or rest
- Control and punishment are not the only ways to make people work, man will direct himself if he is committed to the aims of the organisation
- If a job is satisfying, then the result will be commitment to the organisation

- The average man learns under proper conditions not only to accept but seek responsibility
- Imagination, creativity and ingenuity can be used to solve work problems by a large number of employees
- Under the conditions of modern industrial life, the intellectual potentialities of the average man are only partially utilised.

Mcgregor sees these two theories as two quite separate attitudes. Theory Y is difficult to put into practice on the shop floor in large mass production operations but it can be used initially in the managing of managers and professionals.

Mcgregor sees Theory Y as conducive to participative problem solving and how it affects the management of promotions, salaries and development of effective managers.

XY Theory Management Application- Business Implication for Work force Motivation

If Theory Y holds true, an organisation can apply these principles of scientific management to improve employee motivation:

- Decentralisation and Delegation- If firms decentralise control and reduce the number of levels of management, managers will have more subordinates and consequently will be forced to delegate some responsibility and decision to them.
- Job Enlargement—Broadening the scope of an employee's job adds variety and opportunities to satisfy ego needs
- Participative Management—Consulting employees in the decision making process taps their creativity capacity and provides them with some control over their work environment.
- Performance Appraisals—Having the employees set objectives and participate in the process of evaluating how well they were met.

If properly implemented, such an environment would result in a high level of workforce motivation as employees work to satisfy their higher level personal needs through their jobs.

Reinforcement Theories

B. F. Skinner, a Professor at Harvard was a highly controversial behavioural psychologist and known for his work in operant conditioning and behaviour modification.

His *reinforcement theories* takes into consideration motivation and environment focusing on stimulus and response relationships. Throughout his research, Skinner noted that a stimulus will initiate behaviour; thus stimulus is an antecedent to behaviour. The behaviour will generate a result; therefore, results are consequences of behaviour.

According to McCoy (1992) “ The quality of the results will be directly related to the quality and timeliness of the antecedent. The more specific the antecedent is and the closer in time it is to the behaviour, the greater effect on the behaviour. The consequences provide feedback to the individual”

If the results are considered positive, then the behaviour is positively reinforced. When the behaviour is positively reinforced, the individual is more likely to repeat the behaviour.

Daft (1997) gives the four types of reinforcement as the following:

- ***Positive reinforcement:*** The application of a pleasant and rewarding consequence following a desired behaviour such as giving praise
- ***Negative reinforcement :*** The removal of an unpleasant consequence following a desired behaviour such as a manager no longer reminding a worker about a weekly deadline when the worker meets the deadline. This reinforcement is called *avoidance*.

- ***Punishment*** : The application of an unpleasant outcome when an undesirable behaviour occurs to reduce the likelihood of that behaviour happening again. This form of reinforcement does not indicate a correct behaviour, so its use in business is not usually appropriate.
- ***Extinction*** : The withdrawal of a positive reward. If the behaviour is no longer positively reinforced, then it is less likely to occur in the future and it will gradually disappear.

Schein' Theory of “ Complex Man”

Schein's thesis is an appropriate conclusion for a survey of motivational 'complex man' theories. His view is that whilst all theories contain some truths about human behaviour, no single theory is adequate by itself.

Because of the complexity of motivation, managers cannot expect to be able precisely to gauge the various motivational forces that influence their individual subordinates. They can however use available data to broaden their understanding and to provide a framework for analysing the general influences that may interrelate to produce a variety of individual motivational patterns:

- Forces within the individuals themselves- beliefs, attitude, values, assumptions, expectation and needs
- Nature of the job- extrinsic and intrinsic rewards, component tasks, responsibilities, work arrangements, feedback on performance.
- The environment of work- senior managers and their styles; other colleagues and relationship with them; organisational climate and practices.

Schein summarises his theory as follows:

- People are driven by nature to fulfil a variety of needs, some basic and some on a higher plane
- Needs once satisfied may reoccur (e.g basic needs); others (e.g higher needs) are constantly changing and being replaced by new needs.

- Needs vary, therefore, not only from one person to the next, but also within the same person according to differences of time and circumstances.
- Effective managers are aware of this complexity and will be as flexible as possible in their approach to their subordinate staff. Above all, they will learn to avoid generalised assumptions about the motivation of others based on projections of their own views and expectations.

Drive Reduction Theories

There are a number of drive theories. The **Drive Reduction Theory** grows out of the concept that we have certain biological needs, such as hunger. As time passes the strength of the drive increases as it is not satisfied. Then as we satisfy that drive by fulfilling its desire, such as eating, the drive's strength is reduced. It is based on the theories of Freud and the idea of feedback control systems, such as a thermostat.

There are several problems, however, that leave the validity of the Drive Reduction Theory open for debate. The first problem is that it does not explain how Secondary Reinforcers reduce drive. For example, money does not satisfy any biological or psychological need but reduces drive on a regular basis through a pay check second-order conditioning. Secondly, if the drive reduction theory held true we would not be able to explain how a hungry human being can prepare a meal without eating the food before they finished cooking it.

However, when comparing this to a real life situation such as preparing food, one does get hungrier as the food is being made (drive increases), and after the food has been consumed the drive decreases. The only reason the food does not get eaten before is the human element of restraint and has nothing to do with drive theory. Also, the food will either be nicer after it is cooked, or it won't be edible at all before it is cooked.

Intrinsic and Extrinsic Motivation Theory

Intrinsic motivation is evident when people engage in an activity for its own sake, without some obvious external incentive present. A hobby is a typical example.

Intrinsic motivation has been intensely studied by educational psychologists since the 1970s, and numerous studies have found it to be associated with high educational achievement and enjoyment by students.

There is currently no "grand unified theory" to explain the origin or elements of intrinsic motivation. Most explanations combine elements of Bernard Weiner's attribution theory, Bandura's work on self-efficacy and other studies relating to locus of control and goal orientation. Thus it is thought that students are more likely to experience intrinsic motivation if they:

- Attribute their educational results to internal factors that they can control (eg. the amount of effort they put in, not 'fixed ability').
- Believe they can be effective agents in reaching desired goals (eg. the results are not determined by dumb luck.)
- Are motivated towards deep 'mastery' of a topic, instead of just rote-learning 'performance' to get good grades.

In work environments, money is typically viewed as an important goal (having food, clothes etc.) may well be more powerful than the direct motivation provided by an enjoyable workplace.

Coercion

The most obvious form of motivation is coercion, where the avoidance of pain or other negative consequences has an immediate effect. Extreme use of coercion is considered slavery. While coercion is considered morally reprehensible in many philosophies, it is widely practiced on prisoners, students in mandatory schooling, within the nuclear family unit (on children), and in the form of conscription. Critics of modern capitalism charge that without social safety networks, wage slavery is inevitable.

However, many capitalists such as Ayn Rand have been very vocal against coercion. Successful coercion sometimes can take priority over other types of motivation. Self-coercion is rarely substantially negative (typically only negative in the sense that it avoids a positive, such as undergoing an expensive dinner or a period of relaxation),

however it is interesting in that it illustrates how lower levels of motivation may be sometimes tweaked to satisfy higher ones.

Self Control

The Self-Control of motivation is increasingly understood as a subset of emotional intelligence; a person may be highly intelligent according to a more conservative definition (as measured by many intelligence tests), yet unmotivated to dedicate this intelligence to certain tasks. Yale School of Management Professor Victor Vroom's "expectancy theory" provides an account of when people will decide whether to exert self control to pursue a particular goal.

Drives and desires can be described as *a deficiency or need that activates behaviour that is aimed at a goal or an incentive*. These are thought to originate within the individual and may not require external stimuli to encourage the behaviour. Basic drives could be sparked by deficiencies such as hunger, which motivates a person to seek food; whereas more subtle drives might be the desire for praise and approval, which motivates a person to behave in a manner pleasing to others.

By contrast, the role of extrinsic rewards and stimuli can be seen in the example of training animals by giving them treats when they perform a trick correctly. The treat motivates the animals to perform the trick consistently, even later when the treat is removed from the process.

2.3 Types of Motivation

Motivation at work can take place in two ways. First people can motivate themselves by seeking, finding and carrying out (or being given work) that satisfies their needs or at least leads them to expect that their goals will be achieved. Secondly people can be motivated by management through such methods as pay, promotion, praise e.t.c
Armstrong (2006)

The ability to motivate people is considered to be a prime task of management. Managers increasingly have to act as coaches and guides in order to align the strategic goals of the organisation with the demand and needs of employees.

People are different, so it follows that their motivations have to be different.

Ken and Param Shah (2007) lists some types of motivation as stated below:

Achievement Motivation : It is the drive to pursue and attain goals. An individual with achievement motivation wishes to achieve objectives and advance up on the ladder of success. Here, accomplishment is important for its own sake and not for rewards that accompany it.

Affiliation Motivation : It is a drive to relate to people on a social basis. Persons with affiliation motivation perform work better when they are complimented for their favourable attitudes and co-operation.

Competence Motivation : It is the drive to be good at something, allowing the individual to perform high quality work. Competence motivated people seek job mastery, take pride in developing and using their problem-solving skills and strive to be creative when confronted with obstacles. They learn from their experience.

Power Motivation : It is the drive to influence people and change situations. Power motivated people wish to create an impact on their organisation and are willing to take risks to do so.

Attitude Motivation : Attitude motivation is how people think and feel. It is their self-confidence, their belief in themselves, their attitude to life. It is how they feel about the future and how they react to the past.

Incentive Motivation : It is where a person or team reaps a reward from an activity. It is “ You do this and you get that”, attitude. It is the type of awards and prizes that drive people to work a little harder.

Fear Motivation : Where incentives do not work, people often turn to fear and punishment as the next tools. Fear motivation coerces a person to act against his will. It is instantaneous and gets the job done quickly. It involves pointing out various

consequences if someone does not follow a prescribed behaviour. It is helpful in the short run.

Al Hussein (2008) adds to the lists of types of motivation- *Change motivation*. He states that, sometimes people do things just to bring about changes within their immediate environment. Change motivation is often the cause of true progress. People become tired of how things are, and thus think of ways to improve it.

Frederick (1957) also identifies the two types of motivation as:

Intrinsic Motivation – the self generated factors that influence people to behave in a particular way or to move in a particular direction. These factors include responsibility (feeling that the work is important and having control over one's own resources), autonomy (freedom to act), scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement.

The intrinsic motivators, which are concerned with the 'quality of working life' and are likely to have a deeper and longer term effect because they are inherent in individuals and not imposed from outside

Extrinsic Motivation – what is done to or for people to motivate them. This includes rewards, such as increased pay, praise, or promotion and punishments such as disciplinary action, withholding pay or criticism.

Extrinsic motivators can have an immediate and powerful effect but will not necessarily last long

2.4 Impact of Motivation on Productivity, Job Satisfaction and Money

2.4.1 Job Satisfaction and Motivation

'Job Satisfaction' refers to the attitude and feelings people have about their work. Positive and favourable attitudes towards the job indicate job satisfaction. Negative and unfavourable attitudes towards the job indicate job dissatisfaction. **Armstrong (2010)**

The level of satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the work group and the degree to which individuals succeed or fail in their work.

Purcell, Hurchinson, and Swart (2003) believe that discretionary behaviour which helps the firm to be successful is most likely to happen when employees are well motivated and committed to the organisation and when the job gives them high levels of satisfaction. Their research found the key factors affecting job satisfaction were career opportunities, job influence, teamwork and job challenge.

Herzberg and others have advocated job redesign to make work itself inherently motivating through designing the content and nature of the tasks in the job.

The basic requirements for job satisfaction may include comparatively higher pay, an equitable payment system, real opportunities for promotion, considerate and participative management, a reasonable degree of social interaction at work, interesting and varied tasks and a higher degree of autonomy: control over work pace and methods.

The degree of satisfaction obtained by employees depends largely upon their own needs and expectations and the working environment.

According to Hackman and Oldham (1975) theory, the five core characteristics that produce psychological states that can produce job satisfaction, motivation and improved performance are:

- Skill Variety (range of different skills demanded)
- Task Identity (whether work is the whole process or part of the process)
- Task Significance (impact the job has on others which together produce the degree of meaningfulness experienced in the job by the job holder)
- Autonomy (degree of choice, control over the work which produces experiences of responsibility)

- Task Feedback (whether the results of the work itself show clearly the performance level achieved)

They suggest that if jobs are designed in a way that increases the presence of these core characteristics, three critical psychological states can occur in employees

- Experienced meaningfulness of work.
- Experienced responsibility for work outcomes.
- Knowledge of results of work activities.

2.4.2 Job Motivation and Money

Money can provide positive motivation in the right circumstances, not only because people need and want money but because it serves as a highly tangible means of recognition. Money is a motivator to not only go above and beyond, but maintain an increased level of productivity. **(Belcher and Media 2014)**

Money is an important factor in attracting people to organisations and is one of the factors that will influence their retention. Money in the form of pay or some other sort of remuneration is an extrinsic reward. It is a powerful force because it is linked directly or indirectly to the satisfaction of many needs. When looking for a job, some people have a goal that is especially important to them – making as much money as possible. **(DePaulo 2014)**.

It satisfies basic needs for survival and security, self esteem, status, build prestige, acquires significant motivating power because it comes to symbolize so many intangible goals. Money appeals to all demographics and can motivate the lowest grade employee all the way to the CEO. This is another distinct advantage of using it to motivate staff because it appeals to all types of staff. The less an employee makes, however, the more he may be motivated by a few extra earnings in his check or incentive pay of some sort.

Employees want to earn fair wages and salaries and employers want their workers to feel that is what they are getting. It is logical therefore that employees and employers alike view money as the fundamental incentive for satisfactory job performance. **(James and Kefgen 2007)**

However, a growing body of evidence suggests that increasing financial rewards may not necessarily boost performance and productivity, as is often claimed when justifying the rewards given to employees in terms of motivation. **(Piekema. 2012).**

2.4.3 Job Motivation and Employee Productivity

Productivity is a measure of the efficiency of a person, machine, factory, system, etc, in converting inputs into useful outputs. Productivity is computed by dividing average output per period by the total costs incurred or resources (capital, energy, material, personnel) consumed in that period. Productivity is a critical determinant of cost efficiency. **(BusinessDictionary.com 2014).**

Motivation is an employee's intrinsic enthusiasm about and drive to accomplish activities related to work. Motivation is that internal drive that causes an individual to decide to take action. An individual's motivation is influenced by biological, intellectual, social and emotional factors. As such, motivation is a complex, not easily defined, intrinsic driving force that can also be influenced by external factors. **(Human Resources About.com 2014)**

Employee motivation has always been a central problem for leaders and managers. Unmotivated employees are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if given the opportunity and produce low quality work. On the other hand, employees who feel motivated to work are likely to be persistent, creative and productive, turning out high quality work.. **(Valencia 2014)**

Most employees need motivation to feel good about their jobs and perform optimally. Some employees are money motivated while others find recognition and rewards

personally motivating. Motivation levels within the workplace have a direct impact on employee productivity. Workers who are motivated and excited about their jobs carry out their responsibilities to the best of their ability and production numbers increase as a result. **Sherrie and Media (2014)**

Victor Lipman (2014) states the following seven (7) Management Practices That Can Improve Employee Productivity when workers are adequately motivated:

All companies want to improve employee productivity, but how often do they examine their own management practices as a means of attaining it? Studies consistently show that a disturbingly high number of non-management employees are disengaged, not working at full productive capacity. **Victor Lipman (2014)** therefore recommends the following:

- **Design economic incentives so employees at all levels of an organization can benefit from them.** There's a natural tendency for management to focus most heavily on senior-level economic incentives. While this is completely understandable, it's best not to neglect substantive incentives for lower-level employees... *that is, if you expect them to be vigorously committed to an enterprise's success.* To the argument that this will be unduly costly, a program has to be carefully structured, of course, so additional payouts reflect clearly defined revenue and/or earnings targets.
- **Provide meaningful feedback in a constructive manner on a regular basis.** Feedback is a foundational management skill; the ability to provide regular, helpful feedback to employees in a manner that encourages, not discourages, is a cornerstone of effective management. That's not to say feedback is always positive – that wouldn't be management at all – but that the communication is done thoughtfully... whether the occasion is encouragement for a job well done, or that course correction is needed.
- **Respect employees as individuals, in addition to the job they do.** Respect can be a simple but powerful motivator, just as its unpleasant twin, lack of respect, has the opposite effect. When employees feel genuinely respected

(always assuming it's warranted), they're much more likely "to go the extra mile" to help a company succeed.

- **Be sure management at all levels of an organization receives adequate training.** There's a tendency for companies to invest heavily in "leadership training" while focusing far less on supervisors and middle managers. I can readily speak from experience on this one, having received considerably more training and development opportunities in the latter stages of my career than in the early formative stages, *when I most needed it*.
- **Provide support for employees when it's genuinely needed.** Valued support can take many forms: equipment when existing is outdated or inefficient; emotional support in the face of (occasionally) unfair criticism; flexible support for a reasonable level of work-life balance. Management support in times of need won't be forgotten; it builds employee goodwill and loyalty.
- **Don't be emotionally stingy.** There's nothing for management to gain by withholding praise and recognition when it's warranted. A recent employee study I came across indicated that recognition is often a more powerful motivator than money. While this may well be less true at senior levels as financial rewards escalate, this post is focused on general *employee* productivity...where the broadest gains can be made.
- **Ensure senior leadership models behavior that makes the rank-and-file proud to be part of the team.** Nothing demoralizes employees more quickly than seeing senior leaders act in a way they don't respect, and few things energize employees more than a senior team they admire. Leaders are always being watched and judged; employees have keen eyes (and are keen data sharers!). When leadership is "walking the talk," it will be quickly noted – but so will "talking the walk" without actually walking it.

To help boost productivity, employee engagement matters. Ultimately, most employees would much rather be part of a team they're committed to, not just a member of an organization. Developing and maintaining a consistent management approach that engenders *esprit de corps* is a key link in the productivity process.

Such management – balancing appropriate levels of results-orientation with understanding of employee needs – is neither easy nor unattainable.

It's also the thread from which the cloth of day-to-day productivity gains are made.

2.5 Motivational Strategies

Motivational strategies are the plans or framework put in place to ensure effective employees' job motivation. These strategies are necessary to enhance performance, productivity, improved self morale, esteem of employees.

They are also part of the components of enacted human resource policies in organisations. Managing workplace diversity, integrating talents, bringing people together as a team to work towards the goals and objectives without losing their personality, enthusiasm and interest on the job is a daunting challenge of the human capital department.

Armstrong (2010) summarises the factors that affect motivational strategies and the contribution that HR can make to achieving higher levels of motivation as follows:

Fig 2.5.1 Motivation Strategies and the HR contribution

Factors affecting Motivation Strategies	The HR Contribution
The complexity of the process of motivation means that simplistic approaches based on instrumentality theory are unlikely to be successful	Avoid the trap of developing or supporting strategies that offer prescriptions for motivation based on a simplistic view of the process or fail to

	recognise individual differences
People are more likely to be motivated if they work in an environment in which they are valued for what they are and what they do. This means paying attention to the basic need for recognition	<p>Encourage the development of performance management processes which provide opportunities to agree expectations and give positive feedback on accomplishments</p> <p>Develop reward systems which provide opportunities for both financial and non-financial rewards to recognise achievements. However, that financial rewards systems are not necessarily appropriate and the lessons of expectancy, goal and equity theory need to be taken into account in designing and operating them</p>
The need for work which provides people with the means to achieve their goals, a reasonable degree of autonomy and scope for the use of skills and competences should be recognised	Advise on processes for the design of jobs which take account of the factors affecting the motivation of work, providing for job enrichment in the shape of variety, decision-making responsibility and as much control as possible in carrying out the work

Fig 2.5.2 Motivation Strategies and the HR Contribution contd

Factors affecting Motivation Strategies	The HR Contribution
The need for the opportunity to grow by developing abilities and careers	Provide facilities and opportunities for learning through such means as personal development planning processes as well as more formal training

	Develop career planning processes
The cultural environment of the organisation in the shape of its values and norms will influence the impact of any attempts to motivate people by direct or indirect means	Advise on the development of a culture which supports processes of valuing and rewarding employees
Motivation will be enhanced by leadership which sets the direction, encourages and stimulates achievement and provides support to employees in their efforts to reach goals and improve their performance generally	Devise competency frameworks which focus on leadership qualities and the behaviours expected of managers and team leaders Ensure that leadership potential is identified through performance management and assesment centres Provide guidance and training to develop leadership qualities

2.6 Factors affecting Employees' Job Motivation

Organisations enact human resource policies, strategies to motivate staff for optimum performance, higher levels of productivity, staff retention, excellent customer service delivery, “branding” of their product or services because there is no limit to what a stable, co-operating, creative, passion driven productive work force can achieve. **Lindner (1998).**

The great majority of employees are quite enthusiastic when they start a new job, but in about 85% of companies, from research finds, employees morale sharply declines after their first six months- and continues to deteriorate for years afterwards. **Sirota (2004)**

Organisations are also aware that not only financial incentives- good salary, robust pay packages with allowances, loans, motivate the work force.

Other non- financial incentives like recognition and praise for a job well done, enabling, conducive work environment, technical, educational empowerment on the job, encouragement and participation in decision making on aspects relating to the job and welfare, recreational facilities, e.t.c have also been introduced by organisations to complement the financial incentives.

Present modern development trends, emerging professionals, employees who seek the very best in being adequately motivated on the job has brought about sensitising organisations more, on those factors that affect employees job motivation, so that a redress can be sought where there is performance gap or poor productivity, frustrated employees or an unhealthy organisational climate.

Below are some of these factors:

Poor remuneration (good pay packages including allowances) :

Inflationary trends, unemployment crisis/glut, keen competition to hire best hands has made it such that organisations find it difficult to meet up with acceptable, adequate, satisfying pay packages and allowances.

What could be termed “reasonable” by the employer could be termed “poor” by the employees.

When employees claim to be poorly remunerated and the organisation ignores and does nothing about the complaint or situation, it could affect morale, motivation and productivity on the job.

Employees have bills to pick, basic needs to attend to, a status they want to maintain like their other counterparts with the same qualification or competences. Thus frustration and restlessness set in. There is a wane in attention, a silent grudge and a feeling of dissatisfaction and unhappiness.

Where an organisation possesses the inability to adequately remunerate its employees, taking into cognisance what obtains in the labour market, that is the going approved salary rates, a high record of turnover and poor job productivity will be experienced.

For those who are attached to the job and are afraid to make the move to leave, they become a cog in the wheel of progress in that organisation, infect other employees with their negative attitude and either slow down or disrupt work processes.

Unhealthy Organisational Climate: Organisational climate is used to capture general feelings or the atmosphere of the organisation. It shows the graphic expression of organisation life.

Organisational climate are those characteristics that distinguish the organisation from others and that which influences the behaviour of the people in the organisation.

Litwin and Stringe (1966) proposes that a healthy organisation is made of six distinctive factors:

- Structure
- Individual responsibilities
- Reward
- Risk and risk taking
- Warmth
- Tolerance

Campbell and Dunnett (1970) suggested the above variables and climate describe the way an organisation treat and motivate it's employees.

That is why "climate" is referred to as "the personality of the organisation".

Mullins (1999) gives the characteristics of a healthy organisation as follows:

- The integration of organisational goals and personal goals
- The most appropriate organisational structure based on the demand of the socio-technical system
- Democratic functioning of the organisation with full opportunities for participation

- Justice in treatment with equitable personnel and employee relation policies and practices
- Mutual trust, consideration and support among different levels of organisation
- The open discussion of conflict with an attempt at avoiding confrontation
- Managerial behaviour and style of leadership appropriate to particular work situation
- Acceptance of psychological contract between the individual and the organisation
- Recognition of peoples' needs and expectation at work and individual differences and attributes
- Equitable system of reward based on positive recognition
- Concern for the equality of working life and job design
- Opportunities for personal development and career progression
- A sense of identity with, loyalty to the organisation and feeling of being a valued and important member

Where an organisation lacks this inherent *healthy characteristics*, it is termed to have an “*unhealthy organisational climate*” .

This situation affect employees job motivation, productivity levels beacuse employees feel uncomfortable in a work environment having an unhealthy organisation climate. They feel the organisation has failed to recognise them as people with needs to be met and a need to have a sense of belonging.

Unhealthy climatic organisations breed disgruntled, de-motivated, unproductive, frustrated employees. These calibre of staff increase conflicts on the job. Disciplinary problems are encountered and sometimes sabotage.

Unfriendly Human Resources Policies: Human reource policies are enacted to help employees and management teams run the organization. As they are developed, they become a framework for consistency and fairness. They also define management's standards for making decisions on various personnel and

organizational issues like employment policies, employment status and records, employee benefits, pay roll, workplace guidelines, employee conduct, promotional policies, method of performance appraisals e-policies (use of e-mail, internet facilities e.t.c).

Enhancing compliance to policies also begins with staff participation. Experience has shown that not allowing participation especially in new policy creation is a frequent downfall of implementation and compliance.

Where policies are designed/created in such a way that infringes on human, constitutional rights, discrimination, prejudice in any form, the organisation not only stands to harbour de-motivated, agitating and angry employees but also to be prepared to face as many law suits as possible. Where organisation has “unionised” workers, engaging in many industrial disputes and conflicts will cost the organisation, time and money to prepare, attend law suits, industrial arbitration courts, resources and of course it’s reputation!

Therefore organisations seeking to retain its employees and adequately motivating them to perform, increase productivity levels and improve their morale and self esteem should, while implementing their human resource policies put into considerations factors like:

- Workplace design
- Ergonomics
- Motion Economy
- Rest Allowances
- Job satisfaction
- Environmental Control
- Technical and educational empowerment on the job
- Good pay and other financial incentives
- Fair and Sound Promotional Policies
- Fair and just Methods of Performance Appraisals

Poor Ergonomics : “Ergonomics” is simply fitting the task to the worker. It is very important that organisations match skills, qualifications, technical competencies of an employee to the right task.

Starting with the Industrial Fatigue Research Board in 1919, scientific advances in the study of the humans at work have shown that the application of scientific understanding of *anatomy, physiology and psychology ergonomics* results in improved productivity. There are basically three forms of ergonomics:

Anatomical Ergonomics – This is the application of ergonomics to anatomical problems. Anatomy is about the structure of the body. Many jobs are done by workers of a particular shape and size.

Most workplace designs involve positioning controls. For example, the reading of poorly positioned instruments may require excessive body movement. The positioning and comfortability of the office chair/desk.

Many health and safety requirements of an organisation relate to human anatomy. Anatomical restrictions result in positioning difficulties on the job.

Physiological Ergonomics -- This is the application of ergonomics to physiological problems. Physiology is about the way the body functions.

Physiological problems occur when the body is required to do too much work, to work awkwardly or to work under bad environmental conditions.

Fatigue results from most work. The worker should not be more than healthily tired at the end of his working day. Rest allowances should be built into the task without being excessive and uneconomic. There should be balance between work periods and rest periods to ensure quality and quantity of work are at an optimum.

Psychological Ergonomics -- This is the application of ergonomics to psychological problems. Psychology is about the theory of the human mind.

Psychology is concerned with analysis and classification of various state of minds. Management is not really concerned with what people think but very involved in what people do as a result of that thinking. “Occupational or Applied” Psychology is applied to show workers reaction to working conditions.

Good ergonomics:

- Shortens learning times
- Makes the job quicker with less fatigue hence increases productivity levels
- Improves care of machines
- Reduces absenteeism
- Reduces labour turnover and other signs of workers malcontent
- Meets the requirements of health and safety legislation

An organisation that practices poor ergonomics experiences employees getting easily tired on the job, behavioural disorders, mental and physical stress, health hazards on the increase, mounting exorbitant medical bills and employees who are not overly alert, productive or creative on the job.

These resultant consequences are de-motivating to the employees on the job.

Ineffective Technical and Educational Empowerment on the Job –

Training on the job using the “hands on approach” is very essential to improve technical skills on the job. Educational empowerment in terms of relevant literature materials, training and development programmes, seminar, workshop and proper job orientation is a highly essential motivating factor to employees.

Employees who do not know what their job entails, what responsibilities are attached to them become frustrated, highly unproductive and de-motivated as the job definitely becomes overwhelming.

Having confidence, required competences and even trouble shooting abilities when there are technical hitches on the job is a motivating challenge on the job.

Creativity, innovativeness and career advancement is encouraged by the organisation. Employees look forward to being prepared and able to assume assigned higher responsibilities on the job. With their knowledge, they can participate in decision making processes related to the job. Productivity improves.

Organisations who do not believe in training programmes, looking at them as a waste of resources and time only succeed in re-cycling boring routine jobs which could be de-motivating to intellectually and technically challenged employees.

Employees here are stifled in career growth and development. Considering modern day trends and its challenges, they definitely will be found wanting in the talents and skills department.

Organisation Structure and Cumbersome Work Processes --

Organisation Structure is a form that is evident in the way, divisions, department, function and people link together and interact. It reveals vertical operational responsibilities and is inextricably linked to the technology and people who perform the task.

The structure of an organisation plays a significant role in charting out its path to success. An efficient structure facilitates co-ordination and smooth intertwining of employees and communications systems.

Organisations with working environments filled with hostilities, friction, distrust and incessant conflicts find it difficult to put reliable structures in place.

For employees who are hardworking, dedicated and have the interest of the organisation at heart, or newly employed ones, will definitely find it de-motivating with a poor structure in place. With a poor or weak structure in place, brainstorming for new innovative ideas, good interpersonal relations, appropriate feedback and controls, team spirit will be lacking.

Where there is also, no proper job description, clear reporting lines of authority and effective channels of communications for feedback and controls, work processes could get cumbersome. Disciplinary problems become eminent. Sabotage and lazy attitude encouraged.

Employees who get worked up all day looking and acting busy but have nothing to show for it at the end of the day help kill the organisation bit by bit.

On a long term basis, serious minded and ambitious employees loose interest on the job, become de-motivated and ultimately seek greener pastures.

Erratic Business Working Hours : Business working hours in an organisation should be such that employees are able to create a worklife balance.

Where employees work for long continuing hours as if there is no tomorrow, they end up at the end of the day with worklife crisis. They have no room in their life for anything except the job. They have no personal life neither do they have a social one.

Their mental and physical processes are incessantly overworked and eventually the backfiring effects set in when they “break down” and can no longer function properly. Employees in this category, on a closer scrutiny do not have proper self and time management skills.

Organisations that succeed in encouraging this erratic business working hours in the name of making profits, increasing productivity and performance in the long run experience lots of absenteeism, truancy from their employees and a high rate of labour turnover.

For those who cannot fit in with these extraneous working hours, flee the job and seek better employment offers that has better room for creation of their work life balance.

Mismanagement of Stakeholder Funds and Organisation's Profits – It becomes a de-motivating factor where employees put in their maximal best only to be told there are no profits or resources to provide for better financial incentives for them.

Organisations should encourage input, optimal performance and higher productivity. Where it is seen in the books that reasonable profits have been made that could conveniently accommodate their demands, but such funds have been embezzled or mismanaged on risky, unfruitful ventures, employees become de-motivated to work harder and contribute to optimum productivity and performance.

Hostilities of Superiors on the Job : When superiors and managers become so egocentric and unusually intimidating and vindictive on the job, it becomes a frustrating, de-motivating factor to employees contribution, productivity and performance on the job.

Some people grow up with heap of insecurities and inferiority complex all their lives and never get over it even when they find themselves in positions of power and authority.

Observing employees exuding confidence, technical competences and a flair for contribution and participation in the decision making processes relating to the job aspect may pose a threat to calibre of superiors suffering from inferiority complex..

Out of spite and their threatened nature, will go to any lengths to squash or thwart any innovative ideas, problem-solving solutions on issues of the job by these professionally challenged employees.

Some employees never recover from this type of rejection or being spitefully “dressed down”. It may affect the employee’s psyche for life where each turn, his superior labels him/her “good for nothing”

He /she is not only de-motivated but in the long run, withdraw into his shells and adopt a “sit and watch events go by attitude” hence becomes unproductive. He is afraid to make contributions any longer because of this antagonistic attitude.

Poor Promotional Policies: Employees not only want to be rewarded with financial incentives but recognised by being promoted on the job with more challenges and responsibilities.

With poor or inconsistent promotional policies, employees become de-motivated. For example, after putting in years of hardwork and sacrifices, demonstrating exemplary performance on the job, no employee bad records, the policies of the organisation is such that if they have not accumulated certain standards of academic laurels, they are perpetually on that position till they decide to leave the organisation regardless whether their exemplary performance have driven the organisation to its heights, enhanced productivity and profits.

Organisations who promote people on “godfatherism” basis stands to de-motivate others who put in so much effort to ensure the organisation reaches it’s peak.

Sometimes when top management positions are vacant, some organisations ignore the employees who have been groomed to fill in these posts of responsibilities and out source for staff for these positions.

It could be a de-motivating factor to those who have worked hard and trained themselves hard for these positions.

When the new employees come in they could decide to be very un-cooperative, disrupt or slow down workprocesses or withhold information or data the incoming employees require.

Poor Communications Policy and Channels -- Communications is an essence of management. Communications is a flow of information which humans use to pass messages and intentions to each other, therefore it follows that no collaborative human action can take place without it.

Organisations can decide to have “open door policy” on communications or “closed door” policy.

“Open door policy” encourages individuals to be able to communicate to whatever tier of management even executive levels, suggestions, ideas, observations, feedback and controls without unnecessary bureaucratic bottleneck and official hindrances.

“Closed door policy” means all official protocols and hierarchial lines of authority will be followed to communicate any information. Bureaucracy is the order!

Depending on the organisation’s communications policy, employees could stumble on whizz or brilliant ideas, strategies or information that could propel the organisation forward or make it have an edge over it’s competitors; the open door policy operating organisation gets this information faster than the closed door policy operating one. This is because the bureaucratic bottleneck processes to be passed through before it reaches the key users may either make the information being suppressed or lost. By

the time the information reaches the key users, it is too late to take any effectual action or decisions.

Research has shown that a lot of employees know more than they let on to their employers that they know.

Therefore intellectual and technically challenged employees who work in open door policy operating organisations tend to be more comfortable, more job motivated than the closed door policy operating ones.

Lack of Recreational Facilities -- Organisations should be able to create a balance between work and rest periods.

While doing this, recreational facilities to be enjoyed during the “break” like coffee/tea snack bars, staff canteen, music/ lounge with relaxing literature materials are seen as motivating and helping the employees to rejuvenate after a period of work.

Sometimes it creates a forum where different departmental staff or heads meet to know each other and if there are issues on the job, a neutral ground to discuss, iron out these issues for effective and more efficient work processes.

Music is relaxing to the brain, for those who find music inspiring, it is a motivator.

Some organisations who are overly concerned about motivating their female married workers with infants have been seen to have sections that cater for “daycare and infant activities” with qualified medical and non-medical personnel. They do this to reduce distraction and worry encountered by the mothers.

For those who are on “breast feeding exclusive” form of diet to their infants, they know during their break periods, the children are around to go to without leaving and taking too much time off the premises of the organisation. They are also comfortable, the children are in capable hands. It reduces their worry and increases their concentration. So the motivation, mental alertness and time is gained by the employer.

Where there is a lack of these recreational facilities, experience has shown that the workers are not only looking harassed and stressed up, the control of their emotions and a worklife balance is difficult.

Such employees sometimes do not look forward eagerly to go to work each day, how much more going all out to look for ideas, incentives to push the organisation forward. They see the job in the light of a kind of routine performance to earn a living and pick their bills.

2.7 Employers Contribution to Employees' Job Motivation

Steen (2007) in her article “ 10 Tips for Motivating Employees” in the HR World Management journal lists the following as motivational techniques to be employed by employers and managers as their contribution to get the most out of employees.

1. ***Ask what they want out of work*** : Just knowing that an HR manager, boss or superior is interested in a workers goals will make many employees feel better about their jobs. It helps to ask questions even if it is difficult to get a quick and accurate answer to the question. It may also help to ask a more specific question having workers describe a project they feel good about and see what aspects can be explored or repeated.
2. ***Consider each employees age and life stage*** : There are exceptions to every generalisation but workers nearing the end of their careers are often less focused on the next promotion than those who are just starting to climb the corporate ladder. Younger workers may also be less accustomed than older ones to waiting patiently in a job they dont find interesting.
3. ***Match Motivators to the Company or department Culture*** : There are exceptions to the financial motivating incentives, like engineers are likely to be motivated by working on cutting-edge projects while sales professionals tend to use more money as a way to measure how well they are doing.
4. ***Pinpoint each Employee's personality*** : Some people love public praise; others are mortified by it and would much prefer a sincere, in-person “thank

you”. Managers/Superiors should take into account if a ceremony is being planned for awards or recognition.

5. ***Use flexibility wisely*** : Allowing employees to telecommute some of the time or set their own office hours can have big benefits. It makes employees lives more manageable – and shows them that they are trusted. With other motivators, some jobs can’t be done effectively outside the office because some workers actually like going to the office to escape the distractions of home or to preserve a line between home and work
6. ***Put money in its place*** : How well does money motivate workers? Dee DiPietro founder and CEO of Advanced-HR Inc. described money as a baseline. Too little of it can make workers feel unappreciated and resentful. People just dont want to feel their employer is taking advantage of them. Motivation to work rarely comes solely from money. If employees are being paid fair salaries and still seem unwilling to go the extra mile, throwing more money at them is unlikely to be the answer.
7. ***Define achievable and measurable work goals*** : It is important that job responsibilities and work roles are defined, standards set for goals are achievable and attainable and measurable. Leadership management is such that cannot easily manipulate incentives.
8. ***Offer Help with Career goals*** : When you ask workers what kind of work they enjoy, also find out about what they are hoping to do in the future. Giving workers opportunities to build the skills and make the connections they need to get ahead in their careers will build loyalty and motivation.
9. ***Help Employees learn*** : It’s very important for workers to keep learning new skills on the job. With people changing jobs more often than they used to and companies no longer promising long- term employment, younger workers in particular realise that continuing to learn is the way to stay employable.
10. ***Recognise that motivation is not always the answer*** : If the motivating efforts are not working, it may not be the employer’s fault. “Not everybody can be motivated for that particular job”. If an employee would rather be doing something else, it may be best to encourage him or her to pursue something

new. Introduction of quality circle, suggestion box system and intermingle organisation to the life style of employees.

2.8 Employees Contribution to Being Motivated on the Job

Due to modern day developments, technological improvisations and more global interactive businesses, organisations are on talents and skills hunt.

They seek employees who have a positive attitude, required competences and the kind of passion, energy and drive to help them in achieving their goals and objectives and increase productivity levels. It suffices therefore that when a contract of employment is entered into, both parties seek benefits that accrue to each other.

While the organisation strives to fulfill its own bargain, by ensuring that financial and non-financial incentives are put into place to motivate employees on the job, the employees have their own contributions and input to make the employment contract beneficial to both of them (the employer and employee).

Employees should endeavour to have a positive winning attitude :

Maxwell (2003) defines attitude as-

- It is the “advance man” of our true selves.
- It’s roots are inward but it’s fruit is outward.
- It is our best friend or our worst enemy.
- It is more honest and more consistent than our words.
- It is an outward look based on past experiences.
- It is a thing which draws people to us or repels them.
- It is never content until it is expressed.
- It is the librarian of our past.
- It is the speaker of our present.
- It is the prophet of our future.

He goes further to explain that great talent but with rotten and bad attitudes can never make a good person a potential for a team or a good team player. Positive attitude and potential should go hand in hand. Attitude determines our success or failure, approach to life, relationship with people and humility to learn.

Attitude determines how far a person can go on the success journey. Success is knowing the purpose in life, growing to reach maximum potential and sowing seeds that benefit others.

Therefore employees positive winning attitude to excel, exceed expected performance, work with the employer with passion, zeal, enthusiasm, sacrifices to attain organisational goals and objectives will *motivate* the employers to do more in terms of welfare, financial and non financial incentives.

Technical and Educational Empowerment : It is important to be very knowledgeable about one's job. It is equally important to possess the requisite skills, emotional intelligence, sharp intelligent quotient (IQ) to help in ensuring efficient and effective work processes, contribution to problem-solving solutions and brain storming sessions.

A worker who lacks the skills, knowledge, required competences and ability to relate well with others on the job becomes a “cog” in the wheel of progress of that organisation hence disrupts or slow down work processes.

No one is the citadel of knowledge! What the employee does not know, he inquires from his superiors, seek literature materials, educate himself through the internet, make efforts to attend workshops, training programmes, seminars, relate with peers and other of his colleagues in the profession to share experiences. Even if his/employers do not pay the fees to update or upgrade him/her, personal efforts should be made, so he/she can be relevant and highly productive on the job and to the organisation.

Exhibition of openness and transparency of dealings : Organisations observe their employees through their peers, superior, subordinates reports.

No employer will be moved to motivate employees who are truants, saboteurs or “shiddy shady” characters in the company.

Neither will they motivate time wasters or perpetual high error rate workers who not only cost the organisation waste of time, resources, materials or even it’s reputation and incessant lawsuits slammed on them by customers!

Therefore employees motivated on the job must show openness and transparency of dealings, some form of loyalty and a sense of belonging and when necessary be willing to make sacrifices.

There should be no conflict of interest on the job, so productivity can be enhanced. The company’s confidential information must not always carelessly be leaked either to customers, other rival staff (their competitive peers).

Exhibition of Strength and Perseverance : To get through the hardest journey, we need to take only one step at a time. There are but two roads that lead to an important goal and to the doing of great things- *strength and perseverance*.

Nothing in the world can take the place of persistence. Talent, education, genius will not. Persistence and determination are omnipotent and perseverance will ultimately bring us to our goals.

It takes this kind of spirit and approach to brace every day challenges, problem issues, temporary ups and downs in the workplace.

Organisations have goals and objectives to attain, it requires employees who believe in their mission and vision to pull this through against all storms and adversities.

Even when it appears all is lost or things are going through a temporary bad patch in the organisation, or going through a re-engineering process, it takes calibre of employees with this kind of approach and faith, a formidable team who are not ready to back down to failure, frustration or adversities to bring it safely to berth and desired success or a great unimaginable turnaround. Organisations cannot fail the prowess of such employees when they strive hard to increase productivity levels!

2.9 Benefits of Employees Job Motivation in Organisations

Employers of labour/organisations who have sufficiently motivated their employees both with financial and non financial incentives, ensured an enabled, conducive environmental workplace, organisational climate/structure, practiced good ergonomics have through research been availed of the underlisted benefits:

- Stable, effective and efficient human capital workforce in place, who are able to achieve organisational goals and objectives amidst all adversities, stiff competition and environmental variables
- Dedicated employees who possess a sense of belonging and having faith in the organisation to ensure the “going concern” concept is maintained
- Increased productivity, profits and yield on investments
- Efficient allocation and use of time, resources, materials of the organisation hence increased productivity levels
- Enhanced corporate image of the organisation to make pronounced “branding”, trademark of their product or services
- Reduced rate of labour turnover and absenteeism rates. Employees feel rewarded, recognised and appreciated
- Reduced rates of conflicts, arbitration and lawsuits
- Reduced high error rate work processes and sabotage
- Highly motivated employees make justifiable investments and time expended on training and development programmes by the organisation by bringing onto the job added value knowledge, skills and experience
- Talents, skills utilisation is maximised and staff retention.
- Employees are not only able to achieve goals, but able to gain a positive perspective, create the power to change, build self-esteem and capability, manage their own development and help others with theirs.

2.10 Employees Job Motivation in Organisations:

The Nigerian Experience

Nigeria is one of the most populated and industrious countries on the continent of Africa. It is a country not only well endowed with rich mineral resources but inhabits people of great talent, skills, enthusiasm, zeal and a passion to excel at whatever they embark on.

Over the years, due to the oil boom, ubiquitous, technological improvisation, mobile network telecommunications industrialists coming in to the country to do business, more educational awareness, more banks being established, oil and gas servicing, companies of international repute have all emerged more than before.

More professionals and graduates are emerging. There is buzz of commercial and non-commercial activities on the increase. Emphasis is now placed on serious talent and skills hunt as organisations need experienced, passion driven, energetic workforce to drive the organisation and its goals to the peak. Competition with rival industries pursuing the same services have become stiffer.

But the labour market is oversaturated because of the unemployment glut. More graduates keep trooping out of school but no available jobs. Research has also shown, most of these graduates eventually leave school but are poorly equipped with knowledge, technical skills and competences to work in organisations.

The recruitment, selection and placement processes of the human capital department to get the best hands become much more complex and challenging.

Experience has shown overtime that there is “generational gap” in the transfer of knowledge.

Matured managers and experienced superiors have not been able to transfer knowledge to the upcoming ones before they are retired or they leave the organisations.

Therefore managing the organisation to succeed and justifying stakeholders investment, time and resources require employees who are highly motivated and productive to achieve these goals.

Employees agitate for financial incentives to be sufficiently motivated on the job, but the organisations are managing to “break even” and not making overly huge profits to match the inflationary trends in prices of all products in the economy now.

The lack of power supply has made it such that organisations spend so much out of their profits to get alternative power (generators and diesel) to run their businesses.

So organisations believe they are doing their maximal best to motivate employees, and employees complain on the other hand that motivation is inadequate to encourage staff retention, expected productivity levels and peak performance.

Emerging graduates and professionals from schools have been seen not to be well equipped, educationally, technically and emotionally to handle the modern day challenges of jobs in organisations.

Training and transfer of knowledge and skills to the job becomes a bit difficult. When the employee does not understand his/her job fully and responsibilities and expectations attached to them, the job becomes overwhelming and becomes a source of stress. De-motivation and poor productivity sets in.

Superiors and managers who have spent long serving years in organisations and do not have hopes of moving on or acquiring more educational or technical skills have been seen to be source of de-motivating factors to upcoming or new employees.

Sometimes they feel threatened by the fresh inquisitive attitude of the younger upcoming ones. Experience has shown those calibre of superiors who out of feelings of insecurity decide to withhold information or deliberately squash the fresh contributions or inquiries and even become vindictive when these employees become too persistent to know things. “Generation gap” of transference of knowledge becomes a de-motivating factor on the job hence poor output..

Organisations like banks and finance houses, commercial outfits who are able to provide financial incentives on the job are unable to provide non-financial incentives

especially in areas of erratic working hours, inability to grant vacations as at when they are due, ability of employees to create a worklife balance.

Health hazards, executive “burn out”, stress and frauds have been greatly experienced in this sector and most times erratic labour turnover and absenteeism is seen as employees keep moving for one organisation to the other seeking that which “money” has not been able to provide.

The practice of “ergonomics” (fitting the right job to the right worker) is yet to be fully practiced in organisations to aid employees job motivation and higher levels of productivity..

Due to the unemployment glut, employment contracts are based on “man knows man connection” not necessarily on requisite qualifications and competencies.

The employee initially gets excited with the job, pay package and other incentives but settling down to work with others and display competences and skills becomes a problem to him/her and the organisation.

Employees in these categories later become de-motivated on the job and succeed in either frustrating, disrupting others jobs or slow down work processes. When they are sent on training, they are unable to justify time and money spent on them. They cannot transfer any knowledge or skills to the job as there was never any foundation to build on in the first place!

Presently employees job motivation and high productivity levels is not maximally being felt in organisations in this part of the world.

The organisations get most of the say and upperhand due to the unemployment crisis; human resource policies are tailored to mostly favour them, therefore there is limitation to employees pressing homes demand to motivate them on the job as drafted collective agreements are really water tight.

Lack of adequate motivation of employees on the job has resulted in slow drag of professional growth of employees, health hazards, poor balance between work and rest periods, ineffectual training and development processes on the job, severe disciplinary problems, sabotage, absenteeism, erratic labour turnover and fraud.

Sometimes, the hard working employees who feel they are not adequately motivated on the job “grab what they can lay their hands on and move on to greener pastures”. Reward incentives has been seen not to commiserate with input, hardwork, sacrifices and loyalty of employees. Productivity levels are not at par with their international counterparts in other parts of the world.

Conclusion

Despite the changes in development around the globe, Nigeria is one of the developing countries yet to meet and match the pace and trends of employees job motivation and development standards when compared to other developed nations of the world.

The economic crisis and persistent power outage has made it such that organisations spend so much on generation of alternative power source, procuring other social amenities/infrastructure that most of the profits are eaten up on these extraneous expenditures.

Investors and Stakeholders want reasonable yields on returns, where this does not happen, organisations loose financial backers and gradually die a slow death. Thus there is always little or nothing left to motivate workers sufficiently to encourage high productivity levels.

An employee is made to do the job of 4-6 people because organisations are trying to cut costs in every way possible. The employee works tireless without adequate rests periods as he/she feels threatened of being relieved of the job if a complaint or request is made.

This situation in some organisations render employees incapable to do nothing more than routine jobs hence no room or time for creative thinking or innovations on the job. Long term effect results in organisations slow growth, poor productivity, lack of morale on the part of employees, stress and frustration.

Enacted labour laws are yet to be able to compel employers to follow to the letter compliance in ensuring adequate welfare, safety regulations, friendly human resources and motivational incentives.

This study therefore, is to provide a foundation for further researches, address those factors affecting employees job motivation, productivity, their morale, self-esteem, safety and professional growth on the job in organisations.

Employees need to go to work, feeling good, willing to go to lengths to push the organisations forward, increase productivity, develop professionally so they can strive to match the pace of their international counterparts and be able to conform to modern comfortable trends and standard of living.

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CHAPTER THREE

Research Methodology and Design

3.0 Methodology of Research

Various methods of data collection have been used in this study but the main material for the study has been obtained through the use of questionnaire, survey technique, observations and interviews.

3.1 Design of Study

The research is designed as the survey descriptive study focusing on the issues on employees job motivation in organisations.

Through the instrumentality of the relevant study tools, the researcher stimulated responses from the respondents/study population on the study being investigated.

3.2 Subject under study

The study population comprises employees of a commercial and government organisation in Lagos Metropolis- **Central Securities and Clearing System Limited, Lagos Nigeria- Financial Market Infrastructure (FMI), the Clearing and Settlement System of the Nigerian Capital Market**

The focus of this research consist of different calibre of employees in the above organisation.

3.3 Population Sample and Sampling Procedure

The population sample of this study consist of 120 subjects. They are employees who were carefully selected using simple random sample selection procedure.

All the employees involved in the organisation in this study were equally selected in the sample selection exercise.

The employees who participated as subjects in this research were individuals of diverse religion, age , education, gender and occupational status.

They had different levels, years of work experience and both male and female were given equal opportunities to participate in the sample selection process.

The subjects' selection based on various organisations is as follows:

Table 3.3.1 Selection of Organisations for Sampling

S/No	Name of Organisation	Male	Female	Total
	Central Securities and Clearing System	60	60	120
	TOTAL	60	60	120

Random selection of 120 subjects were made from these four organisations.

3.4 Instrumentation

For the purposes of collecting data for this research, questionnaire was the main instrument used.

The questionnaire was designed using **Likert Rating Scale Format**.

The questionnaire was classified into Sections A and B. Section A covered the demographic information about employees. Such information includes age, religion, gender, educational qualifications, work experience, levels of management.

Section B deals with the questionnaire items carefully generated from the variables contained in the hypothesis formulated in this study. It is necessary to

note that equal numbers of items were generated from each of the hypothesis formulated for testing.

3.5 Instrument Scoring Scale

The researcher adopted five levels of scaling for the research. The scaling was organised as follows: Strongly Agree = 5, Agree = 4, Not Sure = 3, Disagree = 2, Strongly Disagree = 1.

3.6 Validity and Reliability

To check validity, consistency and reliability of the instruments and questions, a technique of putting in two roughly equivalent or closely related questions but separated in the questionnaire.

The researcher was able to measure consistency of answers and adopted the split ballot technique by constructing two parallel forms of questionnaires that were used with equivalent samples of my population.

The researcher was able to determine the effect of different wording of the same questions. The two forms had some of their questions in common but certain other questions were worded in different ways so that the effects of the differences may be measured.

The researcher was also able to re-examine and revise some of the questions and their sequence drawing from the results of my technique above as well as criticisms.

3.7 Pre-testing of the Questionnaire

Pre-test was carried out to see how the questionnaire would work out and whether changes were necessary before the start of the full-scale study.

The researcher was able to foresee the language problem in the questionnaire for the junior grade and this led to the modification in language. The employees used for the pre-test exercise were similar in grade and characteristics to those that were eventually sampled in the final study.

3.8 Administration of the Questionnaire

The researcher sought administrative permission from various heads of department in the process of administering the questionnaire. Explicit instructions were provided to assist respondents in the process of completing the questionnaire.

A total of 240 respondents, out of these, 120 questionnaires were picked randomly for analytical purposes. This is to reduce the workload associated with analysing the heavy data involved.

It took 12 working days to administer and retrieve the questionnaires from the study population/respondents. Questionnaires were administered simultaneously during the same period allocated for data administration and retrieval.

3.9 Statistical Analysis of Data

All data collected were grouped on the basis of various hypotheses formulated for the study. The data collected were initially subjected to descriptive statistical analysis in order to determine their mean (\bar{X}) and the standard deviation respectively.

To facilitate the degree of acceptance and rejection of the various hypotheses, the Pearson's product moment correlation co-efficient was used.

Tables were also constructed on the basis of each hypotheses to facilitate presentation of all statistical information arrived at.

It is necessary to state that all hypotheses were tested at the 0.05 level of significance.

CHAPTER FOUR

Data Presentation and Analysis

4.0 Introduction

In this Section, the researcher focused on the following segments of the research: analyses of data collected, presentation of analysed data in tabular form on the basis of hypothesis tested, and the discussions of the findings.

The process of data analysis involved two procedures:

- Analysis of demographic information of the respondents and
- The test of hypotheses which also involved using relevant statistical procedure.

4.1 Analysis and description of Respondents

Section A

Table 4.1 A

Age Classification	Frequency	%	Cumulative Percentage
25 - 30	30	25.0	25.0
31 – 35	45	37.5	62.5
36 – 40	25	20.84	83.34
41 – 50	10	8.33	91.67
51 - above	10	8.33	100.0
TOTAL	120	100	

From the above data, the age distributions of the respondents were carefully analysed. 25% of the respondents are within the range of 25 – 30 years of age. Respondents under the range of 31 – 35 years are 37.5% of the total population sample. Other percentages frequencies were 36 – 40 years: 20.84%, 41 – 50 years and 51 – above 8.33% respectively.

Table 4.1 B: Classification of the respondents based on qualification

Qualification	Frequency	Percentage	Cumulative Percentage
WASC/SSCE	15	12.5	12.5
OND	20	16.67	29.17
PE 1 ND II	18	15	44.17
B.Sc/ HND	55	45.83	90
MBA, M.Sc, PGD Ph.D	12	10	100
TOTAL	120	100	

The above data states respondents with WASC/SSCE, OND to be 12.5% and 29.17% respectively.

Respondents with intermediate professional examination results are 15% and B.Sc/HND 45.83%.

Respondents with higher degrees constitute 10%.

Inference from the above data shows the first degree holders B.Sc/HND have the highest percentage of the respondents based on qualifications.

Table 4.1 C : Classification of Respondents based on working experience

Working Experience (Years)	Frequency	Percentage	Cumulative Percentage
1 - 5	45	37.5	37.5
6 – 10	55	45.83	83.33
11 – 20	20	16.67	100.0
Total	120	100	

The above table shows respondents with 1 – 5 years working experience constituting 37.5%, while 6 – 10 years and 11 – 20 years working experience constituting 45.83% and 16.67% respectively.

Table 4.1 D: Classification of respondents based on Cadre

Cadre	Frequency	Percentage	Cumulative Percentage
Lower level	30	25	25
Middle level	75	62.5	87.5
Upper level	15	12.5	100
Total	120	100	

From the above table, respondents from the lower level tier of management represent 25%, while the middle level and upper level management constitute 62.5% and 12.5% respectively.

Inference shows the respondents from middle level management are of the majority of the study population.

SECTION B

The presentation of data has been gathered via the pre-designed and administered questionnaires, which is the major research tool in this research work in the form of tables.

One hundred and twenty (120) questionnaires were randomly picked from all the bulk for analysis.

Questionnaire Items

1. Good salary packages attracts and motivates me

Table 4.1.1 Question 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	5	5	5
Disagree	22	18.3	18.3	23.3
Not Sure	20	16.7	16.7	40.0
Agree	42	35	35	75
Strongly Agree	30	25	25	100
Total	120	100	100	

2. More money motivates me to improve commitment and performance

Table 4.1.2 Question 2

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	5	5	5
Disagree	13	10.8	10.8	15.8
Not Sure	12	10.0	10.0	25.8
Agree	29	24.2	24.2	50
Strongly Agree	60	50	50	100
Total	120	100	100	

3. Money is a motivating factor to retain me in employment

Table 4.1.3 Question 3

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	14	11.7	11.7	11.7
Disagree	11	9.2	9.2	20.9
Not Sure	15	12.5	12.5	33.4
Agree	30	25	25	58.4
Strongly Agree	50	41.6	41.6	100
Total	120	100	100	

4. Financial incentives do not motivate me on the job

Table 4.1.4 Question 4

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	21	17.5	17.5	17.5
Disagree	29	24.2	24.2	41.7
Not Sure	9	7.5	7.5	49.2
Agree	20	16.6	16.6	65.8
Strongly Agree	41	34.2	34.2	100
Total	120	100	100	

5. My morale is higher with challenging work than money

Table 4.1.5 Question 5

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	8	6.7	6.7	6.7
Disagree	21	17.5	17.5	24.2
Not Sure	22	18.3	18.3	42.5
Agree	38	31.7	31.7	74.2
Strongly Agree	31	25.8	25.8	100
Total	120	100	100	

6. Worklife balance means more to me than money

Table 4.1. 6 Question 6

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	18	15	15	15
Disagree	27	22.5	22.5	37.5
Not Sure	29	24.2	24.2	61.7
Agree	10	8.3	8.3	70.0
Strongly Agree	36	30	30	100
Total	120	100	100	

7. My superiors are mentors to me on the job

Table 4.1.7 Question 7

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	4.2	4.2	4.2
Disagree	25	20.8	20.8	25
Not Sure	18	15.0	15.0	40.0
Agree	41	34.2	34.2	74.2
Strongly Agree	31	25.8	25.8	100
Total	120	100	100	

8. My superiors help in improving my competences on the job

Table 4.1.8 Question 8

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	8	6.7	6.7	6.7
Disagree	11	9.2	9.2	15.9
Not Sure	10	8.3	8.3	24.2
Agree	32	26.6	26.6	50.8
Strongly Agree	59	49.2	49.2	100
Total	120	100	100	

9. My superiors encourage interactive management

Table 4.1.9 Question 9

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	10	8.3	8.3	8.3
Disagree	15	12.5	12.5	20.8
Not Sure	16	13.4	13.4	34.2
Agree	31	25.8	25.8	60.8
Strongly Agree	48	40.0	40.0	100
Total	120	100	100	

10. My superiors are autocrats

Table 4.1.10 Question 10

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	19	15.8	15.8	15.8
Disagree	29	24.2	24.2	40.0
Not Sure	26	21.7	21.7	61.7
Agree	11	9.1	9.1	70.8
Strongly Agree	35	29.2	29.2	100
Total	120	100	100	

11. I learn little on the job from my superiors

Table 4.1.11 Question 11

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	22	33.3	33.3	33.3
Disagree	28	28.4	28.4	61.7
Not Sure	10	15.0	15.0	76.7
Agree	41	18.3	18.3	95.0
Strongly Agree	19	5.0	5.0	100
Total	120	100	100	

12. My superiors are boring and work rule driven

Table 4.1.12 Question 12

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	19	15.8	15.8	15.8
Disagree	29	24.2	24.2	40.0
Not Sure	26	21.7	21.7	61.7
Agree	11	9.1	9.1	70.8
Strongly Agree	35	29.2	29.2	100
Total	120	100	100	

13. I find training motivating and enlightening

Table 4.1.13 Question 13

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	12	10.0	10.0	10.0
Disagree	16	13.3	13.3	23.3
Not Sure	28	23.4	23.4	46.7
Agree	31	25.8	25.8	72.5
Strongly Agree	33	27.5	27.5	100
Total	120	100	100	

14. My performance improves after training

Table 4.1.14

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	3.3	3.3	3.3
Disagree	20	16.7	16.7	20.0
Not Sure	29	24.2	24.2	44.2
Agree	34	28.3	28.3	72.5
Strongly Agree	33	27.5	27.5	100
Total	120	100	100	

15. My morale is high after training

Table 4.1.15 Question 15

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	5.0	5.0	5.0
Disagree	13	10.8	10.8	15.8
Not Sure	21	17.5	17.5	33.3
Agree	46	38.4	38.4	71.7
Strongly Agree	34	28.3	28.3	100
Total	120	100	100	

16. I find training de-motivating and stressful

Table 4.1.15 Question

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	40	33.3	33.3	33.3
Disagree	34	28.4	28.4	61.7
Not Sure	18	15.0	15.0	76.7
Agree	22	18.3	18.3	95.0
Strongly Agree	6	5.0	5.0	100
Total	120	100	100	

17. My morale is low after training sessions

Table 4.1.17 Question

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	4.2	4.2	4.2
Disagree	17	14.2	14.2	18.4
Not Sure	40	33.3	33.3	51.7
Agree	52	43.3	43.3	95.0
Strongly Agree	6	5	5	100
Total	120	100	100	

18. Training does not aid or motivate me on the job

Table 4.1.18 Question 18

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	22	33.3	33.3	4.2
Disagree	28	28.4	28.4	18.4
Not Sure	10	15.0	15.0	51.7
Agree	41	18.3	18.3	95.0
Strongly Agree	19	5.0	5.0	100
Total	120	100	100	

19. My employers have friendly human resource policies to aid performance

Table 4.1.19 Question 19

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	14	11.7	11.7	11.7
Disagree	16	13.3	13.3	25.0
Not Sure	18	15.0	15.0	40.0
Agree	46	38.3	38.3	78.3
Strongly Agree	26	21.7	21.7	100
Total	120	100	100	

20. My employers human resource policies stimulate working conditions

Table 4.1. 20 Question

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	8	18.3	18.3	18.3
Disagree	16	23.4	23.4	41.7
Not Sure	22	8.3	8.3	50.0
Agree	27	15.8	15.8	65.8
Strongly Agree	47	34.2	34.2	100
Total	120	100	100	

21. My organisation possesses a healthy work structure

Table 4.1.21 Question

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	14	11.7	11.7	11.7
Disagree	16	13.3	13.3	25.0
Not Sure	18	15.0	15.0	40.0
Agree	46	38.3	38.3	78.3
Strongly Agree	26	21.7	21.7	100
Total	120	100	100	

22. My employers have very unfriendly human resource policies

Table 4.1.22 Question

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	40	33.3	33.3	3.3
Disagree	34	28.4	28.4	61.7
Not Sure	18	15.0	15.0	76.7
Agree	22	18.3	18.3	95.0
Strongly Agree	6	5.0	5.0	100
Total	120	100	100	

23. My environmental workplace is inconducive

Table 4.1.23 Question

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	19	15.8	15.8	15.8
Disagree	29	24.2	24.2	40.0
Not Sure	26	21.7	21.7	61.7
Agree	11	9.1	9.1	70.8
Strongly Agree	35	29.2	29.2	100
Total	120	100	100	

24. My organisation lacks solid work structure

Table 4.1.24 Question

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	40	33.3	33.3	33.3
Disagree	34	28.4	28.4	61.7
Not Sure	18	15.0	15.0	76.7
Agree	22	18.3	18.3	95.0
Strongly Agree	6	5.0	5.0	100
Total	120	100	100	

25. My job is stimulating and exciting

Table 4.1.25 Question

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	14	11.7	11.7	11.7
Disagree	16	13.3	13.3	25.0
Not Sure	18	15.0	15.0	40.0
Agree	46	38.3	38.3	78.3
Strongly Agree	26	21.7	21.7	100
Total	120	100	100	

26. I am always relaxed and happy at work

Table 4.1.26 Question

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	8	6.7	6.7	6.7
Disagree	16	13.3	13.3	20.0
Not Sure	22	18.3	18.3	38.3
Agree	27	22.5	22.5	60.8
Strongly Agree	47	39.2	39.2	100
Total	120	100	100	

27. My job enhances professional growth and my self-esteem

Table 4.1.27 Question

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	12	10.0	10.0	10.0
Disagree	30	25	25	35
Not Sure	38	31.7	31.7	66.7
Agree	32	26.6	26.6	93.7
Strongly Agree	8	6.7	6.7	100
Total	120	100	100	

28. My job is stressful and boring

Table 4.1.28 Question

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	19	15.8	15.8	15.8
Disagree	29	24.2	24.2	40.0
Not Sure	26	21.7	21.7	61.7
Agree	11	9.1	9.1	70.8
Strongly Agree	35	29.2	29.2	100
Total	120	100	100	

29. I am always tense and uneasy at work

Table 4.1.29 Question

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	22	18.3	18.3	18.3
Disagree	28	23.4	23.4	41.7
Not Sure	10	8.3	8.3	50.0
Agree	19	15.8	15.8	65.8
Strongly Agree	41	34.2	34.2	100
Total	120	100	100	

30. There is no room for professional growth at work

Table 4.1.30 Question

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	8	6.7	6.7	6.7
Disagree	21	17.5	17.5	24.2
Not Sure	22	18.3	18.3	42.5
Agree	38	31.7	31.7	74.2
Strongly Agree	31	25.8	25.8	100
Total	120	100	100	

CHAPTER FIVE

Discussion of the Result

5.0 Test of Hypotheses

The study is to investigate whether or not there is a relationship between good salary package and employees job motivation in organisations.

The data generated in this study were analysed and the findings discussed under this heading according to the various research questions that were formulated to guide the study.

Hypotheses 1

Ho There is no significant relationship between good salary packages and employees job motivation

Hi There is significant relationship between good salary packages and employees job motivation

Table 5.0.1 *Showing relationship between good salary packages and employees job motivation*

Number	Variables	Mean X	Standard Deviation
120	Good salary packages	78.53	15.864
120	Employees job motivation	77.68	15.573

Table 5.0.2 Correlations

Variables	Number	r-cal	df	Level of Significance
Good salary packages	120	0.673	118	0.05
Employees job motivation	120			

Table 5.0.2, applying the Pearson's product moment co-efficient (r), the r-calculated value obtained is 0.673 which indicates positive correlation between good salary packages and employees job motivation.

The null hypotheses is rejected with the conclusion that there is significant relationship between good salary packages and employees job motivation.

Hypotheses 2

Ho There is no significant relationship between leadership styles/supervision and employees job motivation

Hi There is significant relationship between leadership styles/supervision and employees job motivation

Table 5.0.3 *Showing relationship between leadership styles/supervision and employees job motivation*

Number	Variables	Mean X	Standard Deviation
120	Leadership styles/supervision	78.39	15.655
120	Employees job motivation	77.72	15.580

Table 5.0.4 Correlations

Variables	Number	r-cal	df	Level of Significance
Leadership styles/supervision	120	0.725	118	0.05
Employees job motivation	120			

Table 5.0.4 indicates a Pearson correlation of 0.725 which shows a strong positive correlation between leadership styles/supervision and employees job motivation.

The two variables are perfectly correlated. The Researcher therefore rejects the null hypotheses and conclude that there is significant relationship between leadership styles/supervision and employees job motivation.

Hypotheses 3

Ho There is no significant relationship between training and development and employees job motivation

Hi There is significant relationship between training and development and employees job motivation

Table 5.0.5 *Showing relationship between training and development and employees job motivation*

Number	Variables	Mean X	Standard Deviation
120	Training and Development	78.00	15.463
120	Employees job motivation	77.72	15.580

Table 5.0.6 Correlations

Variables	Number	r-cal	df	Level of Significance
Training and Development	120	0.657	118	0.05
Employees job motivation	120			

Table 5.0.6 , using Pearson product moment correlation co-efficient , r , the r -calculated value obtained is 0.657, which shows positive correlation between training and development and employees job motivation.

The Researcher therefore rejects the null hypotheses with finding out that there is significant relationship between training and development and employees job motivation.

Hypotheses 4

Ho There is no significant relationship between human resource policies and employees job motivation.

Hi There is significant relationship between human resource policies and employees job motivation

Table 5.0.7 *Showing relationship between human resource policies and employees job motivation*

Number	Variables	Mean X	Standard Deviation
120	Human resource policies	77.84	15.855
120	Employees job motivation	77.72	15.580

Table 5.0.8 Correlations

Variables	Number	r-cal	df	Level of Significance
Human resource policies	120	0.714	118	0.05
Employees job motivation	120			

Table 5.0.8, using the Pearson's product moment correlation co-efficient (r), the r-calculated value obtained is 0.714, indicating high positive correlation between human resource policies and employees job motivation.

Therefore, there is significant relationship between human resource policies and employees job motivation.

Hypotheses 5

Ho There is no significant relationship between job satisfaction and employees job motivation.

Hi There is significant relationship between job satisfaction and employees job motivation

Table 5.0.9 *Showing relationship between job satisfaction and employees job motivation*

Number	Variables	Mean X	Standard Deviation
120	Job Satisfaction	78.64	15.975
120	Employees job motivation	77.72	15.580

Table 5.0.10 Correlations

Variables	Number	r-cal	df	Level of Significance
Human resource policies	120	0.774	118	0.05
Employees job motivation	120			

Table 5.0.10 using the Pearson's product moment correlation (r) , the r-calculated value is 0.774 which indicates a strong positive correlation between job satisfaction and employees job motivation. From this result, the null hypotheses is rejected. Therefore it suffices to say, there is significant relationship between job satisfaction and employees job motivation.

5.1 Discussion of Results

Hypotheses One

The hypotheses stated that there is no significant relationship between good salary packages and employees job motivation.

From the results using the Pearson's product moment correlation co-efficient, r , the null hypotheses was rejected with the alternative hypotheses retained. This therefore implies there is strong correlation between good salary packages and employees job motivation.

Research findings showed the organisation under study who made good offers during the recruitment and selection processes, revealed that employees were attracted to the offer of good salary packages and motivation on the job was enhanced and higher productivity levels experienced.

There is talent and skill hunt by organisations who require those calibre of employees who have energy, the drive, passion and zeal to perform well and even exceed expectations. Organisations need to survive and make profits, emphasise their branding, claim their own dominant share in the market and face stiff competition from rivals. Therefore good salary packages and fringe benefits were attractive motivating factors for employees on the job so higher levels of productivity was experienced.

Organisations who paid well were able to retain staff, professional dressings, were encouraged and attractive enough to portray a good image of the organisation especially the service producing ones! Their employees exuded confidence and a kind of class and pride in their organisations. The employers who had poor packages experienced labour turnover and harboured disgruntled, frustrated, complaining employees.

Hypotheses Two

The hypotheses states that there is no significant relationship between leadership styles/ supervision and employees job motivation.

Research conducted using the Pearson's product moment correlation co-efficient, (r), the null hypotheses was rejected, since results showed that leadership styles/supervision has correlation with employees job motivation.

Employees from the organisation under study described how bosses, superiors who acted in the capacity of mentors and excellent supervisors motivated them highly on the job hence enhanced productivity..

They were able to learn from their superiors; wealth of experience, they received a lot of support, coaching and counselling which gave them confidence and acquired competences on the job. Their bosses and superiors exhibited excellent leadership style. They encouraged interactive management and feedbacks.

Employees were happy to say the job and work schedules did not seem overwhelming to them and were also motivated to be creative and innovative during brain storming sessions when issues on the job arose. They had good self-esteem.

Some other employees did not get that lucky. From interviews, they shared experiences of how their rigid, intimidating, hostile and work-rule-driven bosses, treated them like the automated machines in the workplace. They never encouraged generation of ideas or participative management. The inquisitive, ambitious and intellectually challenged employees posed a threat to them!

Employees from these organisations not only sounded frustrated but looked it! Their morale was low, but like they said, due to the unemployment glut, they have to stick it out until something better comes up. These calibre of employees were demotivated on the job. These set of employees also complained of re-cycled work rule and boring routine jobs.

Hypotheses Three

The hypotheses stated that there is no significant relationship between training and development and employees job motivation.

Using the Pearson's product moment correlation co-efficient, (r), the null hypotheses was rejected as there was correlation between training and development and employees job motivation.

Research brought out findings that employees from the organisation under study who were technically and educationally empowered on the job did not find their jobs stressful and overwhelming. When employees do not know their job descriptions, processes and responsibilities attached to them, they not only become frustrated but de-motivated and highly unproductive..

Employees from the organisation under study, revealed that on and off the job training, attending seminar and workshops brought them up to date with the environmental factors and variables affecting their job and skills.

When they came back from training sessions, they were able to transfer added value knowledge and skills to the job and their peers.

They were confident to brace the environmental challenges and do a lot of brainstorming and "benchmarking"

These employees under study were seen to possess high intellectual, technical abilities to move the organisation forward. They looked and sounded highly charged and motivated.

Some superiors who did not share the interest and the need to further train their staff, had subordinates who were seen under this research to have docile, lackadaisical, ignorant attitude. They cared less of the environmental challenges around them and were helplessly stuck with their re-cycled routine jobs. These employees did not exude the enthusiasm and esteem expected from highly motivated workers.

Hypotheses Four

The hypothesis states that there is no significant relationship with human resource policies and employees job motivation.

Conducting the Pearson's product moment correlation coefficient (r), the null hypotheses was rejected with the conclusion that there is correlation with human resource policies and employees job motivation.

Research findings revealed that organisations with friendly human resource policies had highly motivated employees.

Employees in this study revealed that there was enabling work environment, a proper work structure put in place and communications policy was "open". There was no room for unnecessary bureaucratic bottlenecks. Superiors were in touch with employees at all levels in the tiers of management.

Performance appraisals were fair and just, promotions policies were also motivating as there was room for compensation for hardwork, sincerity and innovativeness.

Safety laws, rules and regulations were strictly adhered to. In order to manage workplace diversity, there were friendly policies to discourage any form of discrimination or prejudice of any of the sexes.

This organisation under study who had friendly human resource policies was seen to have records of minimal labour turnover, industrial conflicts, absenteeism, disgruntled and frustrated staff.

Hypotheses Five

The hypotheses stated that there is no significant relationship between job satisfaction and employees job motivation.

Using Pearson's product moment correlation co-efficient, (r), the null hypotheses was rejected as job satisfaction has correlation with employees job motivation.

Research evidence confirming this showed that employees under study stated emphatically that as they were satisfied on their job, they were highly motivated to work harder and perform exceedingly well.

Employees declared that they were happy and relaxed at work and they were eager to work. As they were satisfied with their jobs and adequately motivated, they were also able to engage in dispensing excellent customer service delivery, co-operate in all ramifications so that organisational goals and objectives can be attained.

This organisation under study with these job satisfied employees recorded minimal employee turnover, sabotage, disciplinary problems, industrial conflicts and fraud.

CHAPTER SIX

Summary, Conclusions and Recommendations

6.0 Summary

Employees job motivation has been one of the most sensitive aspect of the human capital aspect in organisations. Employers of labour, managers know that no matter how much resources is pumped into the business, sufficient provision of raw materials, machines and beautiful edifices/building structures put in place, a crucial element is needed to oil and keep the wheels of the engine, life of the business running smoothly.

Eemployees not only come to work but are filled with interest, energy, committment and passion to push the drive of the organisation, possess talent and skills to make it grow from strength to strength.

In this study, motivation was defined as the inner drive, the willingness to work and excel, that which describes the whys of behaviour, what makes people tick and what pushes them to enhance their characteristics and personal traits.

Psychologists, behaviourists, authors, researchers have literatures on content and process theories on types of motivation, hierarchy of needs, contributions to be made by both employers and employees to ensure they both benefit from the employment contractual relationship.

Organisations need to be continually in business with highly productive employees, who need to work to earn a living and become eventually fulfilled in life.

Present modern day changes require development and innovativeness in per second continuity.

Therefore oeganisations, employees need to move with time to match the pace, the trends and acquire necessary survival skills.

The findings of this study has shown that employees need to be motivated for high level performance and productivity, retention of the good hands, enhancing the “branding” and corporate image of the organisation.

The employees need not be looked upon and treated like the automated machines of the organisation. The “human side” of enterprise needs to be seen and felt.

The employees have roles to play to ensure organisations motivate and treat them befittingly. These contributions were enumerated in this study. The employment contract is a “two party” contract and both sides have to give and take simultaneously to make the relationship an enjoyable and lasting one. Management needs to keep abreast of all relevant motivating tools and techniques.

The Nigerian economic and social setbacks were also looked at and it is hoped that in the nearest future the power outages will become a thing of history. So organisations will stop hiding under this cloak to claim their profits have been eaten up by administrative excessive expenditure caused by absence of basic social amenities. This is hoped for, so organisations can have more accessible funds to motivate, provide financial incentives and train staff.

6.1 Overview of the Study and Implications for Management

The study was able to state definitions, theories, types of motivation given by various authors, researchers, psychologists.

They were all examined and benefits of motivation and contributions to be made by employers of labour and employees were also made known.

The study revealed that inspite of despite all the literature, recommendations and advice to employers of labour and employees, the work force are not still sufficiently/adequately motivated for optimum productivity, performance and self-esteem.

The peculiar unemployment glut and lack of up and running basic social infrastructures and amenities are a crucial problem in the Nigerian System.

The study showed how literature materials, enactment of friendly human resource policies, solid organisational structure, work processes, experienced and competent superiors, empathic supervisors can help to motivate employees better on the job, hence, improved productivity.

The practice of “good ergonomics” was also revealed in the study. This enables employees to know what to do, how to do it, an enabling environmental workplace is created to enhance good working conditions and performance.

The findings also point out the need for organisations to improve policies on communications so interactive management is practiced. They can hear and learn from employees, when problems arise, employees co-operate to proffer and implement timely solutions.

Human Capital departments have a big role to play to ensure human resource policies, safety rules and regulations and labour laws are complied with. Managers should be groomed for leadership and service. They should also be counselled and tutored on the application of emotional intelligence and intelligent quotient on the job and other organizational issues.

Employees should be rewarded and recognised for putting in so much and pushing the organisation to the peak in performance and productivity.. Employees should feel good coming to work each day and a healthy employer/employee relationship made to last.

6.2 *Conclusions and Recommendations*

Adequate employees job motivation is a key ingredient to get employees to perform and help organisations, stakeholders and investors achieve their objectives and goals.

Professionals emerge on a daily basis, but the good, skilled and dedicated hands are hard to come by.

Managing workplace diversity has made it such that the human resource practice in organisations have proved more challenging and daunting, No two people are the same, hence employees are with different characteristics, intelligence, skills, emotional disposition. The taste and likes are also different.

What motivates a particular employee may not motivate another as there is different hierarchy of needs to be met by each individual.

Unemployment glut has made it such that employers all the time get most of the say and upperhand. In exceptional cases, where a highly skilled specialist or employee is involved, that employee has an upper hand or a better bargaining power.

Therefore employers of labour and employees should come together to take a careful look at all these factors and seek solutions so they can have a fulfilling and uplifting relationship.

Based on the findings of this study, recommendations are hereby proffered so employees can adequately be motivated on the job, employers can attain their objectives, improve employees morale, high productivity, performance, commitment and esteem can be enjoyed

Recommendations

- Government should ensure that social infrastructures and amenities are put in place. There should be a permanent solution to the power outages as this is one of the essentials of organizations. Huge amount of money spent to fuel generators could be expanded on activities that will motivate employees.
- Enacted labour laws to protect employees, motivate them, disuade prejudice, harassment in the workplace should be laid down and authorities should ensure they are complied with. Non-compliance should attract penalties. This will aid seeing a more motivating human side of enterprise.
- Organisations should take keen interest in their employees to know their strength, weaknesses, capabilities, needs and fears. This will help them to understand the employees more, know how they feel, what they want and what motivates them.
- Organisations should practice good ergonomics. A conducive and enabling environmental workplace should be created which will aid motivation of employees and enhance productivity levels
- Training and development on the job should be a continual process. This will motivate employees as they acquire relevant and needed skills to perform well on the job. Their competences will give them confidence and make them bring added value knowledge to the job
- Hostile and unfriendly human resources where employees needs and safety are completely disregarded should be eschewed. This will make employees have a sense of belonging to the organisation. This interest and committment push the employees drive to work harder

- A solid work structure and clear lines of reporting should be established. This reduces cumbersome work processes which are stress inducive and unproductive.
- Organisations should ensure policies on communications are such that managers, superiors are approachable and will listen up for ideas, suggestions and feedbacks. Employees are motivated when they know they have their employers attention on whatever issues that arise on the job
- Erratic work hours where there is no balance between work hour and rest periods should be discouraged. When employees work for too long hours and there is no room for rest or rejuvenation of the body, it induces health hazards on the job, stress and executive “burn out”
- Organisation should always recognise and reward hardworking and dedicated employees who give the extra push, bring forth creative/innovative ideas, forestall or prevent fraud, sabotage or espionage
- Organisations should show the empathic human side of the enterprise, when employees require understanding and help sometimes on personal issues
- Superiors, managers should be trained to acquire leadership skills, listening skills, peoples’ skills, coaching and counselling skills. This aids their supervisory roles and draws out the employees out of their shells to “pull all the stops”, co-operate and participate in the day to day activities
- Organisations should do a lot of “benchmarking” to know how others were able to retain staff and make them committed and happy people on the job
- Executives and top management staff should come down from their pedestal and reach out to employees on all aspects of communications on the job. The ego should not be a barrier where they become “unapproachable and cynical” towards issues on the job

- Employees themselves should strive to be educationally, technically empowered so they don't become overwhelmed on the job. The added value and skills acquired is an asset and their own selling point for better bargaining offers
- Employees should try and be open and communicate freely with peers and superiors instead of harbouring anger, resentment and grudges on the job. When anything does not go down well with them or some misunderstanding arises, it should promptly be brought up
- Employees should strive to adopt a positive winning attitude to work together with organisation to attain their objectives. When organisations make profits, there is room to negotiate for more motivating incentives. If the organisations ceases to be, they are without a job!
- Employees should help organisations save time, resources and “face” so that there can be optimum maximisation of resources and enhanced corporate image. This will assist in self and time management and show employees effective and efficient side.

Conclusively, the employment relationship will benefit both parties if they work together. Employers are motivated to reward employees who place them in the success limelight. So, employees have to give something to get something too!

There is heightened self esteem, morale, interest and commitment on the job where employees are adequately motivated.

Management of organisations will be proud of a loyal, hardworking, creative and dependable and productive workforce.

6.3 *Implications for further Research*

In view of the scope covered by the present research, the following areas are suggested for further researchers:

- The effects of practice of good ergonomics as it affects employees job motivation and high level of productivity
- The emotional, psychological effects of poor employees job motivation as it affects further career advancement
- The effects of management styles, communication policies as it affects employees job motivation and high level of productivity
- The effects of unhealthy organisation climate as it affects employees job motivation
- The effects of unfriendly human resources as it affects employees job motivation
- The effects of erratic working hours as it affects employees job motivation and high level of productivity
- Carry out similar studies to evaluate more contributory factors of employees motivation as a management tool for higher productivity in organisations.

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QUESTIONNAIRE

I am a doctorate degree student of Aldersgate University Vizcaya, Phillipines

This is a questionnaire set to collect relevant data to compliment this research work.
Please respond honestly and sincerely to the various items.

The information you give now will assist employers of labour, managers, policy makers to plan towards more adequate strategies and incentives towards better employees job motivation in organisations.

Please be reminded that there is no right or wrong answer as all information provided are strictly for research purposes only.

You are also fully assured that all information given will be treated confidentially.

The scale provided below will assist in making your choice.

Thanks.

Strongly Agree	SA	= 5
Agree	A	= 4
Not Sure	NS	= 3
Disagree	D	= 2
Strongly Disagree	SD	= 1

Section A : Respondents Personal Data

Instruction : Please tick appropriate option from the boxes below

Age **25 – 30** **31 – 35** **36 – 40**

41 – 50 **51 and above**

Gender **Male** **Female**

Qualification **WASC/SSCE** **Professional { Intermediate}**
 B.Sc/ HND **Other Higher degrees**

Working

Experience **1 – 5 years** **6 – 10** **11 – 20**

Cadre **Lower level** **Middle level** **Top Level**

Section B: Questionnaire Items

Instruction: Please circle the most appropriate option as applicable

A	Strongly Agree	Agree	Not Sure	Dis- Agree	Strongly Dis- Agree
1. Good salary packages attracts and motivates me	5	4	3	2	1
2. More money motivates me to improve performance	5	4	3	2	1
3. Money is a motivating factor to retain me at work	5	4	3	2	1
4. Financial incentives do not motivate me on the job	5	4	3	2	1
5. My morale is higher with challenging work	5	4	3	2	1
6. Worklife balance means more to me than money	5	4	3	2	1
B					
7. My superiors are mentors to me on the job	5	4	3	2	1
8. My superiors help in improving my competences	5	4	3	2	1
9. My superiors encourage interactive management	5	4	3	2	1
10. My superiors are autocrats	5	4	3	2	1
11. I learn little on the job	5	4	3	2	1
12. My superiors are boring and work rule driven	5	4	3	2	1

C	Strongly Agree	Agree	Not Sure	Dis-Agree	Strongly Dis-Agree
13. I find training motivating and enlightening	5	4	3	2	1
14. My performance improves after training	5	4	3	2	1
15. My morale is high after training	5	4	3	2	1
16. I find training de-motivating and stressful	5	4	3	2	1
17. My morale is low after training	5	4	3	2	1
18. Training does not aid or motivate me	5	4	3	2	1
D					
19. My employers have friendly HR policies	5	4	3	2	1
20. My employers HR policies stimulate work	5	4	3	2	1
21. My organisation has a healthy work structure	5	4	3	2	1
22. My employers have very unfriendly HR policies	5	4	3	2	1
23. My environmental workplace is inconducive	5	4	3	2	1
24. My organisation lacks solid work structure	5	4	3	2	1

E	Strongly Agree	Agree	Not Sure	Dis- Agree	Strongly Dis- Agree
25. My job is stimulating and exciting	5	4	3	2	1
26. I am always relaxed and happy at work	5	4	3	2	1
27. My job enhances professional growth	5	4	3	2	1
28. My job is stressful and boring	5	4	3	2	1
29. I am always tense and uneasy at work	5	4	3	2	1
30. No room for professional growth and self-esteem	5	4	3	2	1