Motivation as a Propelling Tool to Productivity: A Case Study of Esako-West Local Government Area, Edo State Nigeria.

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Abstract

This investigation analyzed Motivation as a Propelling Tool to Productivity, utilizing Etsako East Local Government Area Council Edo State as a contextual analysis. The goals of the examination were to see whether inspiration plot improves the exhibition of laborers, inspiration upgrade laborers' responsibility, and if staff government assistance programs improve profitability in Etsako East Local Government Area Council Edo State. The review technique was utilized for this investigation. The arbitrary examining strategy was utilized to get an example of 200. Information were gotten with the utilization of survey and dissected with straightforward rates and tables. The theories were tried with chi-square insights. The discoveries uncovered that there is critical connection among inspiration and the presentation of laborers, there is huge connection between inspiration plan and laborers obligation to work, and there is huge connection between inspiration projects and efficiency in Etsako East Local Government Area Council Edo State. The investigation suggested that fundamental compensation, execution extra, commissions, advancement, annuity ensure, great working conditions, employer stability, acknowledgment and commendation, ought to be utilized by the board to spur public area representatives to improve their work execution.

Keyword: Performance, Motivation, Productivity, Job Performance, Management

Introduction

The administration of motivation and incentives scheme has now become a popular phenomenon of the total personnel policy of any organization. The plan includes these additional advantages which may not really be cash, which radiate from the benevolent

relationship of the business to the representatives, to enhance their standard wages, occasionally and which are all things considered occasions equipped intentionally towards the improvement of laborers execution in the association.

This scheme, is very important to both the organization and the employees, from the employer's point of view, it is anticipated that a good staff employee incentive scheme will induce the employees to work hard and improve their general attitude toward the organization. But for the employee, these benefits represent some additional right such as extra income, additional security or more desirable working conditions that should not require any additional effort.

Incentives are often used by firms to encourage their employees to work hard. The bonus plans used vary widely, from complicated profit sharing plans to simple employee of the month awards, and, in large part, work well. Introducing a simple piece rate scheme can increase productivity over 20% (Lazear, 2000), while using group bonus schemes to take advantage of team-based work structures can also significantly boost worker productivity. In business organizations, employers of labour have seen in staff welfare services the ability to invoke commitment and co-operation of the subordinates to contribute more to the achievement of the organizational goals and aspiration. This discovery has led many employers of labour to the introduction of well packaged welfare services, with the sincere belief that a good staff services will induce staff to work hard and improve the general staff morale.

The situation remains relatively the same but for the difference in methods of payment and apparent change in emphasis. The appraisal of the staff welfare scheme is defined as "something of value apart from the agreed regular monetary payment of salaries and wages given to staff' (Lazear, 2000). This will be used as the working definition for this research work. Staff welfare services exist in all culture and in all organization and had existed at all times. They take different shapes and forms and attract different names. In recognition of their worker need fulfillment functions, they are variously called "welfare services" "welfare benefits employees" "income" or simply "supplementary compensation or "pay and non-wage remuneration. As non-taxable income and expenses, they are beginning to be called "indirect compensation and non-taxbenefit" (Lazear, 2000).

Motivation is a kind of incentives given in cash or kind aimed at getting the best out of an employee or group of employees (Tongo, 2005). Motivation aims at optimum performance of employees. Many factors have to do with characteristics of the individuals; different people are endorsed with different potentials, training, skills and receptions ability to change. Employee's attitude and behavior are also influenced by their remuneration and other incentive such as prestige, special allowance and retirement benefits. Conditions and environment of work also affect productivity (Tongo, 2005).

Motivation can also be a compensation package, reward for performance, staff prefer cash items such as salary, allowances, Christians bonus, or in non-cash items such which we call fringe benefits such as giving the product of the organization to the workers, protective clothing, cars with or without driver.

The use of performance incentives dates back to the era of scientific management movement, which was championed by Frederick Taylor in the early 20th century to resolve the problem of soldiering at work. Since then, the private sector in most countries has continued to employ performance incentives with a view to raising the productivity of their workers (Lazear, 2000).

While research on the impact of incentives on employees' productivity has been a prominent area of interest in human resource management; it has been largely ignored by public sector scholars (Behn, 1995; Reilly, 2003). This may have been occasioned by the fact that the goals of the public sector is different from those of the private sector; and contemporary scholars of public administration believe that while private sector employees are motivated to maximize their own utilities, public sector employees should seek to maximize the social welfare of the people in society (Wright, 2000). In other words, employees in the public sector should possess a motivational need for public service. This is referred to as public service motivation (March and Olsen, 1989; Perry, 2000; Wright, 2000). What this implies is that, incentives that are directed towards the self-aggrandizement of private sector employees would not apply to public servants.

However, past research has shown that low productivity is recorded in almost all public sector organizations in Nigeria (Mbogu, 2001; Ezulike, 2001; Iheriohanma, 2006); and findings from other studies do reveal that the low productivity associated with Nigeria's public servants could be raised if they are provided with some financial incentives (Tongo, 2005).

Statement of the Problem

One of the leading challenges in organizations has been implementing effective human capital strategies to enhance their productivity. Employees, technically known as human resources in modem organizations, are rightly considered as the most important assets. Most businesses now have the line in their promotional activities saying "Our employees are our most important asset". Modem organizations need to take care of their assets and when it comes to employees then taking care means satisfying them by fulfilling their wants by incentive/welfare. If organization fails to do so, employees will be tempted to leave the organization. Many large companies today spend large amounts of money trying to make their employees more productive. However, investing money in the productivity of your employees is useless if the leaders do not understand how to recognize and reward those who are under them.

Objectives of the Study

The objectives of this study are as follow:
To ascertain if motivation improves the performance of workers.
To determine if motivation enhance workers' commitment to work.
To investigate if motivational programme enhance productivity.

Research Hypotheses

The following hypotheses were formulated to guide this study:

Hypothesis One

H_0: There is no significant relationship between motivation and the performance of workers.

Hypothesis Two

H_0: There is no significant relationship between motivation and Workers commitment to job.

Scope of the Study

The study focuses on Motivation as a Propelling Tool to Productivity. The area of coverage is restricted to members of staff of Etsako East Local Government Council, Edo State Nigeria.

Significance of the Study

In view of this research work, the beneficiaries are as follows, management, staff and other organization. This research work would contribute to the corpus of knowledge on Motivation as a Propelling Tool to Productivity.

Literature Review and Theoretical Framework

Performance can be determined by considering some variables or measures of performance. These are usually: Effectiveness, Efficiency, Quality, Productivity, Timeliness and Safety, amongst others, depending on the goal(s) of the organization in particular. These are the criteria that can be used to judge or determine an employee's , performance, depending on how well he/she meets up to the set standards for these performance variables.

Nature and Scope Staff Welfare/Incentive

Staff welfare has been defined by various writers. Armstrong (1998) defined incentive Welfare scheme as "item in the total package offered to staff over and above salary, which increases their wealth or well-being at some cost to the employer. But Nwachukwu (1992:71) from his own perspective sees it as "addition entitlements given to staff by management to supplement their wages.

Naylon and Torrington (2001:127) view it as "a volumetric provision on the point staff. The definition adopted for this paper however is that of French and Seward (1997:138) who define it "as something of value, apart from agreed regular monetary payment of salaries and wages given by an employer on employee. Staff welfare has been commonly referred to as staff benefits or services. This distinction here is that benefits are direct monetary reward accrued to the individual worker e.g. pension, leave pay and salary advance, while service involve no direct and unidentifiable monetary benefits e.g. staff club recreation facilities arrangement of reception hall and Christmas parties, other yet refer to it as fringe benefits.

Although the term staff welfare, in itself implied a voluntary provision on the part el die employers, the administration of the staff benefit scheme and certain legal requirements concerning other benefit upon the employer.

In addition to such obligations however, a large number of companies provide staff services for which there is no legal requirement in the past, they used to be fury bits and pieces of goodies that occasionally fail from the high table of paternalistic employers, hence they are known to be fringe (i.e. marginal) benefits.

Types of Incentives

Positive incentives can be broadly classified into (i) Non-financial, (ii) Semi financial, and (iii) Financial Incentives. A strict classification is rather difficult, since same indirect monetary benefits may be there in any scheme (Locke, 1968: 157). Non-financial incentive schemes are those where there is absolutely no monetary (Locke,1968:157).

Semi-financial schemes may be classified as those which have some monetary benefits but not directly linked with output and wages. Promotions, increments, and &&00 of training and welfare facilities may be included in this (Locke, 1968:158).

All direct financial incentive schemes, which are also known as Wage Incentives and payment by Results, may be classified under the financial schemes. Direct financial incentive schemes are the most effective among the different types of schemes, and provide the strongest motivation (Locke, 1968:159).

Incentive/Welfare Scheme and Employee Performance

Despite the various reforms of different governments, the Nigerian civil service is still slow in responding to technological changes and modem organizational methods, characterized by poor work arrangement, highly hierarchical operational structure, un-streamlined organizational structures, inadequate remuneration of civil servants vis–a–vis their counterparts in other -sectors in the face of ever-increasing inflation, absence of basic work materials, tools and equipment and a grossly undisciplined workforce. The staff in this

work force is frustrated, poorly paid, have low morale, exhibit laxity, poor and negative work ethics, declining in efficiency, effectiveness and productivity (Babura, 2003:98)

Incentives and Productivity

Employers incentivize performance because they want to see gains in quality and/or quantity. In reality, the psychology of performance suggests a two-stage process whereby incentives provide value for increased motivation and increased motivation then engages task-relevant knowledge and skill to drive an increase in performance (Clark & Estes, 2002:63).

Effective incentive pay systems are based on three assumptions: individual employees and work teams differ in how much they contribute to the organization, not only in what they do but also in how well they do it; the organization's overall performance depends to a large degree on the productivity of individuals and groups within the organization; to attract, retain, and motivate highly productive workers and to be fair to all employees, an organization needs to reward employees on the basis of their relative productivity (Martocchio, 2006:91).

Nevertheless, it does appear absurd to find out that civil servants with the lowest level of productivity do suffer from the least level of dissatisfaction at work. (Martocchio, 2006:93). Rather, common management wisdom would demand that less productive workers should experience more dissatisfaction with incentives provided by their employing organization for it is quite consensual to presume that the productivity of such workers could be increased by providing additional incentives for them (Martocchio, 2006:93).

Theoretical Framework

This study adopts the functional theory of labor welfare which is also known as Efficiency Theory, this theory suggests that welfare work can be used as a means of securing, preserving and developing the efficiency and productivity of labor (Manju and Mishra, 2007:38). The theory further states that if an employer takes good care of his work force, they will tend to be more efficient by improving production and that programmes for housing, education, training, provision of balanced diet and family planning measures are important for labour welfare as they increase the efficiency of workers in underdeveloped countries, The theory was helpful in understanding the characteristics of labour force as reflected on the contemporary support for labour and it worked well if the employer and employees have the same goal of achieving higher production through better welfare. The theory was adopted in the study since welfare services affect performance of any labour force.

The concept of employee welfare has been used by many organizations as a strategy of improving productivity of employees . Despite this, Mwiti (2007:43) points out that naturally welfare services may not directly relate to an employee's job but the presence or

absence of the services is notable through employee performance, attitude, high or low labour tum-over. It is argued that, welfare services can be used to secure the labour force by providing proper human conditions of work and living through minimizing the hazardous effect on the life of the workers and their family members (Manzini and Gwandure, 2011:101). Welfare services may be provided for matters concerning employees in terms of supplementing 1be income of the workers by providing services such as housing, medical assistance, canteens and recreation facilities (Mishra and Manju (2007:39)). Further, welfare facilities help in raising employees' standards of living. This makes workers to pay more attention towards work and thus increases their productivity and foster better industrial relations, help organizations' visibility and popularity (Priti, 2009:80).

Methodology

Research Design

Research designs are useful in research because they help the researcher to develop a mental image of the structure for gathering the data and the analysis that followers, the method that is adopted for the study is the survey design.

The Population of the Study

The population of this study includes the entire work force in Etsako East Local Government Area Council of 224 persons.

The Sample Size and Sampling Technique

The sample size is limited to the entire workforce in Etsako East Local Government Area Council. The simple random sampling technique was used to draw a sample of two hundred (200) persons from the population.

Data Collection and Data Instrumentations

The data used for this research work is basically classified as: primary data and secondary data type and obtained from two principal sources namely: primary sources and secondary sources.

Data Presentation and Analysis

Presentation of Data

The data analyses in this chapter were acquired from the copies of questionnaire administered to the 200 staff of Etsako East Local Government Area Council. The questionnaire was designed taking cognizance of the research questions, then the analysis were done logically to provide answers to the research questions. Simple percentage was applied in the analysis of the data and the formula employed is shown below as:

$$\frac{\sum x}{N} \times 100$$

Where ∑: = Summation, N = number of questionnaire and x - Total number of observations.

A total of 200 questionnaires were administered to the respondents in but 170 of the questionnaire were completed and retrieved. The analysis in this chapter was based on the data collected from the 170 respondents.

Table 1.1 Rate of Return of Questionnaire

Item	No. of Respondents	Percentage
Number of retrieved questionnaire	170	85%
Number of questionnaire not retrieved	30	15%
Total number questionnaire	200	100%

Source: Field Survey, 2021

The table above reveals that 85% of the questionnaire was retrieved while 15% of the questionnaire not Available

Section A: Analysis of Biodata

Table 1.2 Gender of Respondents

Responses	No. of Respondents	Percentage
Male	93	54.7%
Female	77	45.3%
Total number questionnaire	170	100%

Source: Field survey, 2021.

The table above reveals that 54.7% of the respondents are male while 45.3% of the respondents are female.

Table 1.3 Age of Respondents

Responses	No. of Respondents	Percentage
16-30 years	60	35.3%
11 - 40 years	70	41.2%
41– 50 years	30	17.6%
51years and above	10	5.9%
Total	170	100%

Source: Field Survey, 2021.

The table above reveals that 35.3 % of the respondents are within the age of 16 –30years, 41.2% of the respondents are within the age of 31- 40 years, 17.6% of the respondents are within the age of 41- 50years while 5.9% of the respondents are 51 years and above.

Table 1.4: Job Status of Respondents

Responses	No. of Respondents	Percentage
Junior Staff	100	58.8%
Senior Staff	70	41.2%
Total	170	100%

Source: Field Survey, 2021.

The table above reveals that 58.8% of the respondents are junior staff while 41.2% of the respondents are senior staff.

Table 1.5: Marital Status of Respondents

Responses	No. of Respondents	Percentage
Married	148	87.1%
Single	22	12.9%
Divorced	0	0%
Total number questionnaire	170	100%

Source: Field Survey, 2021.

The table above reveals that 87.1 % of the respondents are married, 12.9% of the respondents are single while none was divorced.

Table 1.6: Academic Qualification of Respondents

Responses	No. of Respondents	Percentage
SSC	20	11.8%
B. Sc.	110	64.7%
Higher Degree	40	23.5%
Total	170	100%

Source: Field Survey, 2021.

The table above reveals that 11.8 % of the respondents have SSC, 64.7% of the respondents have B. Sc while 23.5% of the respondents have higher degree.

Test for hypothesis

Test for Hypothesis 1

H_0: There is no significant relationship between motivation scheme and the performance of workers in Etsako East Local Government Council.

Table 1.7 Motivation scheme has improved your performance in the organization.

Responses	No. of Respondents	Percentage
Strongly Agree	140	82.3%
Agree	20	11.8%
Undecided	10	5.9%

Disagree	0	0%
Strongly Disagree	0	0%
Total	170	100%

Source: Field Survey, 2021

Decision

Since 94.1 % of the respondents agree to the question, we reject the null hypothesis and accept the alternate hypothesis, which states that there is significant relationship between motivation and the performance of workers in Etsako East Local Government Council.

Test for Hypothesis 2

H_0: There is no significant relationship between motivation and workers commitment to job.

Table 1.8 Motivation offered by the organization has enhanced commitment to work.

Responses	No. of Respondents	Percentage
Strongly Agree	134	78.8%
Agree	27	15.9%
Undecided	9	5.3%
Disagree	0	0%
Strongly Disagree	0	0%
Total	170	100%

Source: Field Survey, 2021

Decision

Since 94.7% of the respondents agree to the question, we reject the null hypothesis and accept the alternate hypothesis, which states that there is a significant relationship motivation and workers commitment to job in Etsako East Local Government Council.

Summary of Findings, Conclusion and Recommendation

Summary of Findings

From the result of findings, it was discovered that:

i. There is significant relationship between motivation and the performance of workers in Etsako East Local Government Area Council.
ii. There is significant relationship between motivation and workers commitment to job in Etsako East Local Government Area Council.
iii. There is significant relationship between staff motivation and productivity in Etsako East Local Government Area Council.

Conclusion

This research work focused on the role of motivation scheme on employee performance using Etsako East Local Government Area Council in Edo State as a case study. Motivations are often used by firms to encourage their employees to work hard. The main purpose of motivate is for the worker to give his best. Incentives try to improve the efficiency of workers, by making them work more effectively with less wastage of time, at a greater pace, and with better application to the job without detriment to his health. This study concludes that incentives/welfare enhances performance, commitment and productivity of employees in an organization.

Recommendations

The study recommends that:

Basic salary, performance bonus, commissions, promotion, pension guarantee, good working conditions, job security, recognition and praise, should be used by management to motivate public sector employees in order to improve their job performance ; Employees in public organizations should be sufficiently rewarded for the effort put into their jobs in order to improve and sustain their level of job performance. These incentives should consist of both financial and non-financial incentives; As much as possible, there should be a workable balance between financial incentives and non-financial incentives as both are viewed as important by public sector employees ; Working conditions for employees are very important, and thus should be improved: modem offices with standard office equipment should be provided; good transportation and communication facilities should be available when needed, and should function effectively.

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