**THE IMPACT OF MOTIVATION ON PRODUCTIVITY OF WORKERS**

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**ABSTRACT**

The purpose of this study was to investigate the relationship between motivation and worker productivity, specifically focusing on the National Population Commission (NPC) Enugu headquarter as a case study. The aim was to assess the impact of motivation on the performance of workers inside the NPC. This study conducted a comprehensive evaluation of existing literature pertaining to leadership styles and motivational ideas. In addition, the study utilised questionnaire and interview methodologies extensively in order to collect the requisite data. These assertions were substantiated by the utilisation of data collection methods, including personal observation. Following the data collecting process, the acquired data was organised and analysed through the utilisation of tables and charts, enabling the presentation and examination of the responses provided by the individuals who were recruited in the study. The results of this study indicate that the primary factor influencing worker motivation is monetary incentives. It is imperative to acknowledge and consider alternative forms of motivation. Subsequent research has demonstrated a strong correlation between heightened productivity and job happiness, which is influenced by the motivation levels of employees. This study advocates for the cultivation of strategic motivation inside organisations as a means to sustain and enhance productivity.

**CHAPTER ONE**

**INTRODUCTION**

* 1. **Background of the study**

National population commission was formerly known as national population board/it was inaugurated by military regime on April, 22 1988 with a three ijeur mandate to conduct a national census. The inauguration ceremony was performed by the former vice- president, Admiral Augustus Aikhomu. The commission had alhaji shehu musa as a chairman. After the inaugurations and mandate national population commission was assigned the responsibility of enumerating the nations population periodically – through census and sample survey among other function there staff are made up professional expertise of demographers, statisticians, public relation practitioners, contograhens and computer experts put together to make a success of a head count. The national population commission (NPC) is a corporate body with perpetual success it operates like an independent ministry of the federal government with the chairman as the chiey executive- it reports directly to the president and enjoys autonomy on census related matters. 1991 census was conducted and the figure according to 1991census was about 88.9m for the nation. Hence national population commission (NPC) Enugu state headquarters had the following function to perform and this was applicable to every other NPC office throughout the 36 state of the federation the functions one as follow. a) Undertake the enumeration of the population of Nigeria periodically through census, sample survey or other wise.  b) Establish and maintain machinery for continuous and universal registration of birth and death throughout the federation c) prepare and maintain a national frame work for delineation exercise for census and sample surveys, d) collect collate and publish data on migration statistics, e) research and monitor the national population policy and set up a national population data bank, f) arrange for the appointment and training of enumerators and all other categories of staff of the commission, g) provide information and data on population for purpose of facilitating national planning and economic development, h) advice the federal government on any population and related programmers and problem. Etc

**1.2 STATEMENT OF THE STUDY**

Productivity was the underlying impetus of the federal government resolve to undertake the police of some public corporation. Non- chilling attitude to work contributed to low productivity output and this study affected our economy –for the purpose of this study, it is weak because the management staff one weak as well, they have not fully utilized the tool of motivation to improve the efficiency and productivity of the work force. The management staff are having difficult times in coping with employees ignoble attitudes of lateness work as mentioned earlier, informal relationships with visitors and staff during official homes of work, leaving official post without permission to attend to other personal business engagement, international misplacement or permanent loss of personal file for dubious motives-mutilation and impropriation of account, carrying out personal works and sale of personal items in offices low out due to non- chalet attitude to work removal of official document blue pint files and drawings and making  same available to external bodies in exchange of money, destruction of office equipment. There is irregularity payment of salaries non provision of certain basic staff welfare services like free medical services transportation, and abandonment of social responsibilities and monthly deduction of money from work salaries in name of transporting accountant to Abuja before salaries could be payed to workers. And other motivation variable by the management of national population commission Enugu head office. There lay credence to kludge’s opinion that “it is lack of motivation on the part of management that brings inefficiency and productivity hence the title-of this study, impact of motivation on the productivity of workers in national population commission (NPC) Enugu headquarter.

**1.3 OBJECTIVE OF THE STUDY**

The following objectives are set by the research to admirer

(i) To investigate the reason for employee unhappiness at work

(ii) To find out why employees show little interest in management policies and programmers.

(iii) To find out the reasons for employee non- challent attitudes towards the want on damage to and lose of offices equipment.

(iv) To investigate the effect of motivation on workers’ productivity in the national population commission Eungu headquarters.

**1.4 RESEARCH HYPOTHESES**

For the successful completion of the study, the following research hypotheses were formulated by the researcher;

**H0:** there is no reason for employee unhappiness at work.

**H1:** there is reason for employee unhappiness at work.

**H02:** there is no effect of motivation on workers’ productivity in the national population commission Eungu headquarters.

**H2:** there is effect of motivation on workers’ productivity in the national population commission Eungu headquarters

**1.5 SIGNIFICANCE OF THE STUDY**

The finding of this study would certainly be useful to management in the office of motivation population commission Enugu headquarter. These in private sector economy would also evadible themselves of the study as a guide to the formulation of policies relation to employee welfare. The research work would also provide a database for future research in employee motivation and would also be useful addition to the motivation already existing in the library. The study would also be of immense significances to the readies will be able to realize the importance of motivation in an organization and how it helps the production of employee in the private and public organization. The research of work would also help the management in formulation of strategies of their employee thereby making them more productive. Improvement in productivity is the focal point of this study and this hinges on the level of motivation workforce. To the government generally, this research work would assist them in for-casting and periodically reviewing their various policies and plans as they affect the moral upliftment of the entire work force for effective utilization. The concept “motivation “ as a management technique for increased productivity has for so many years generated extensive discussions, research and arguments. Nevertheless, it still holds universally, that provision of motivation devices to employee could guarantee lasting organization harmony and high productivity.

**1.6 SCOPE AND LIMITATION OF THE STUDY**

The scope of the study covers the impact of motivation on productivity of workers. The researcher encounters some constrain which limited the scope of the study;

**a) AVAILABILITY OF RESEARCH MATERIAL:** The research material available to the researcher is insufficient, thereby limiting the study

**b) TIME:** The time frame allocated to the study does not enhance wider coverage as the researcher has to combine other academic activities and examinations with the study.

**c) Organizational privacy**: Limited Access to the selected auditing firm makes it difficult to get all the necessary and required information concerning the activities.

**1.7** **DEFINITION OF TERMS**

**MOTIVATION:** Motivation is the reason for people's actions, desires, and needs. Motivation is also one's direction to behavior, or what causes a person to want to repeat a behavior.

**PRODUCTIVITY:** Productivity describes various measures of the efficiency of production. A productivity measure is expressed as the ratio of output to inputs used in a production process, i.e. output per unit of input

**WORKER:**  A person who does a specified type of work or who works in a specified way, a person who achieves a specified thing

**1.8 ORGANIZATION OF THE STUDY**

This research work is organized in five chapters, for easy understanding, as follows

Chapter one is concern with the introduction, which consist of the (overview, of the study), historical background, statement of problem, objectives of the study, research hypotheses, significance of the study, scope and limitation of the study, definition of terms and historical background of the study. Chapter two highlights the theoretical framework on which the study is based, thus the review of related literature. Chapter three deals on the research design and methodology adopted in the study. Chapter four concentrate on the data collection and analysis and presentation of finding. Chapter five gives summary, conclusion, and recommendations made of the study

**CHAPTER TWO**

**REVIEW OF RELATED LITERATURE**

**2.1 CONCEPTUAL FRAMEWORK**

The concept of motivation has been defined in different ways by different scholars. Motivation is derived from a Latin word known as ‘Movere’. Movere means to move. Motivation is based on the principle of hedonism. Hedonism is that human tendency to seek pleasure and avoid pain.  Berelson and Staines (2003) defined the concept of motivation as an inner state that encourages, activities or mores, direct and channels behaviour towards goals. It is also referred to as a general term applying to the entire class of drives, needs, wishes and similar forces that propel an employee to action. For example, an employee of an organization may decide to work with all enthusiasm indicating she wants to make a major contribution to the realization of the organization’s objective. The employer may decide to reward the employee with mere words of mouths of monetary rewards. The employer’s reward can further motivate employee to productivity.  Beach (2005) defined motivation as the willingness to expend energy in order to achieve a goal. Appleby (2002:24) says hat motivation is keenness for a particular pattern or behaviour. He explained how drive, urges and needs of individuals direct and control their behaviour. Davies (2005) defines the concept as what goes on inside a person, which brings about her behaviour. Davies emphasizes that lack of motivation could make an individual not to achieve satisfaction from the work.  
Agbeto (2002) define the term as that thing which moves somebody towards a goal. Motivation is a term applying to the class drives, desire, needs, wishes and similar forces. (Koontz O’Donnell, 2008).  
Implicit in all the definitions of motivation above, is the fact that motivation deals with the factors that induce people to performance in the organization.  
 **2.2 FACTORS THAT MOTIVATE EMPLOYEES TO PERFORM IN AN ORGANIZATION**  
 **Leadership Style:** Leadership style plays an important role in the motivation of workers to performance. The style of leading adopted by a manager can affect the performance of the subordinates. The success of a leadership in influencing subordinates to performance can be affected by certain situational variables like confidence of the subordinates, experience, the need and the perception of the subordinates. It is important that before any leader adopts any style of leading, he should first of all understand the nature and characteristics of the subordinates since this can affect his performance, the subordinate of all understand the nature and characteristics of the subordinates since this can affect his performance, the subordinate perception of the boss. Leadership style can be a source of motivation.

**Management by Objective (MBO):**This is one of the most motivational techniques used by management. Its use in the organization has increased since its inception in 1950s. The programme is designed to encompass specific goals, participative set for an explicit time period with feedback on goals progress. This was advocated in different forms and one of the advocates is Peter Drucker, who first introduced the concept. Drucker (2009) states that the objective of the MBO should be concise statement of expected accomplishment, that is the superior and the subordinates should jointly choose the goals and decide on how they will be measured. Drucker believes that the greatest advantage of the MBO is that it allows the worker to control his productivity. This self-control will result in stronger motivation to do the best rather than just get by it. Another philosopher of the MBO were Koontz et al. they defined it as a process whereby the superior and the subordinates jointly identifies the common goal, define individual major areas of responsibility in terms of the result expected of him and use these measures as guards for operating the units and accessing the contribution of each of his members. An important factor in Koontz et al view point is for the subordinates and superiors to have an understanding regarding the subordinates’ major areas of responsibility. A common feature in Drucker and Koontz et al conceptions of MBO is that MBO can lead to improved motivation of the participants. This is because the superior and subordinates meets to discuss the goals of their department, which must be in line with overall goals of the organization. The superior and subordinate meet again after the initial goals are established and evaluate the subordinate performance inters of goals. With the participation of the subordinates in discussion, establishment and emulation of the organizational goals as specified by MBO, the subordinate will be motivated to contribute his best to the attainment of the goal. MBO gives the subordinates a sense belonging can motivate them to act.

**Job Enrichment:**Researchers and analysis of motivation points to the importance of making job challenging and meaningful to the person doing the job. Herzberg et al popularized Job enrichment as motivational technique in their two-factor theory of motivation. Job enrichment is referred to as the vertical expansion of the job which entails giving the individual full control and autonomy over the job he his doing. Basically, increasing the responsibility of a job in order to increase the satisfaction associated with the job. A job may be enriched in the following ways:

1. Giving room for selection of jobs where better motivation is more likely to improve performance. The job must be designed to provide opportunities for achievement, recognition, responsibility, advancement and growth. The technique entails enriching the job so that these factors are included.
2. Encouraging participation of subordinates and interaction between workers.
3. By giving workers a feeling of personal responsibility of their task.
4. By taking steps to make sure that people can see how their task contributes to a finished products and the welfare of the enterprise.
5. Giving people a feedback on their job performance.

Involving workers in analysis and change of physical aspect of the work environment such as layout of the office or plant, temperature lighting, and cleanliness. With job enrichment, workers interest in their job may be generated and their level of motivation will be increased.

**Job Enlargement:**Job enlargement is another technique of motivation. It is referred to as the horizontal expansion of the job. Job enlargement simply makes a job varied by removing dullness associated with performing the job. It means enlarging the scope of the job by adding task without enhancing responsibility. The essence of job enlargement is to prevent monotony, which kills, interest and job interesting to the workers. Job enlargement can help to motivate people to productivity.   
 **Positive Re-Enforcement:**This is another motivational technique used as a means of motivating workers to productivity. Re-enforcement is used to motivate workers to performance by encouraging a desired behaviour and discouraging an undesired baehaviour. Re-enforcement approach to the motivation of workers was first developed by a Harvard psychologist known as B.F. Skinner. This theory was first developed in learning, which entails encouraging desired behaviour and discouraging undesired behaviour. It can be used to encourage the workers to performance by rewarding a desired behaviour. For example, an engineer is given the task of designing a new piece of equipment (stimulus) the engineer exerts a high level of efforts and complete the project in time (response), the supervisor reviews the work and recommend an increase pay for an excellent work (positive re-enforcement).  
Rewording a desired behavior entails monetary reward, promotion, recognition and praise. With positive re-enforcement, a behaviour desired by the management can be repeated in subsequent times.  
 **Money:**Money cannot be overlooked as a means of motivating workers to performance whether in the form of wages, piecework, bonuses, or any other incentive pay that may be given to employees for performance. The influence of money as a motivational technique is a function of the need level of the worker. A worker who is striving to satisfy his psychological needs will value money more than a worker striving to satisfy a self-actualization need. Management should understand the desire of workers before using money as a means of motivating them to performance.  
 **Participation:**Participation is another motivational technique which requires that management of any organization should also consult employees on decision affecting them and that they should be given the opportunity to air their own views with regards to such decisions. Researchers have shown that when workers are allowed to have a say in things that affect them in the work place, they tend to be satisfied.   
This increases productivity and discourages absenteeism. Participation is also a means of recognition. It appeals to the need for affiliation andacceptance. Above all, it gives people sense of accomplishment.  
 **Welfare Schemes**

These are facilities provided by the organization, which are in addition to workers wages or salaries.

**2.3 MOTIVATION**

According to Rabey (2001, p. 26), motivation has been defined as the internalised drive that is more dominant in an individual at a given moment. Rabey (2001, p. 26) continues to argue out that there is no way that a person can be motivated by another person. The only thing that a person can do to help a non – motivated individual is to be in a position to create an environment that is conducive enough to aid in that person’s realization of oneself by making a personal choice to respond to the inner motivation (Rabey, 2001, p. 26). Through their meta-analysis of motivation, Lawrence & Jordan (2009, p. 103), high task performance by employees as well as contextual performance is highly dependent on the fact that employees are well motivated. According to Rabey (2001, p. 26), the ingredients that are necessary for getting people to be motivated are securely kept within oneself. The only thing that is needed is for an individual to be able to unlock the secure door (s) and gain access to the motivation within. One of the renowned Chief executive, during an interview, as recorded by Rabey (2001, p. 26) said that during the recruitment exercise, above all other critical issues that are take into consideration, motivation is among the most important thing that the manager looks for in such an interviewee. To Lawrence & Jordan (2009, p. 103), Personal motivation is highly attributed to the fact that each individual has a different personality which contributes to their motivation. In the event there are no signs of enthusiasm and motivation for that job vacancy, it is better for the organization to retain the position vacant than hire an employee who is not motivated at the new job. Rabey (2001, p. 26) notes that for employees who are seriously looking for a job opening and are serious with their work, do demonstrate their motivation even at the interview. Rabey (2001, p. 26) continues to note that motivation in such individuals is seen by their level of keenness during the interview as well as the enthusiasm as they are bound to ask very good questions during the interview (Rabey, 2001, p. 26). Sometimes social responsibilities that people are expected to have (Lawrence & Jordan, p. 104) do contribute to the motivation of individuals. In a sub summary of motivation, it is clear that motivation is within oneself and all that is needed is an environment (Rabey, 2001, p. 26) that will enable a person to realize their cliché to getting motivated. Whether motivation is because of personality as described in Lawrence & Jordan (2009, p. 103), or otherwise, it is still debatable. The most important thing to realise is that one can never motivate another in any way. Maybe the one thing that needs to be addressed is the difference between motivation and inspiration for which many people think as being one and the same thing, which apparently is not the case. But then, that is a topic for discussion in another setting, for now the focus is on motivation.

**2.4 MOTIVATION THEORIES**

There are a vast number of motivational theories that have been put forward to explain the motivational factors that affect or influence the performance and the perception of individuals and what this perception does to the organizational performance. For example, in Lawrence & Jordan (2009, p. 103), equity theory, the perception that individuals have about their compensation (Levoy, 2009, p. 18) for their work, such that they perceive (Lawrence & Jordan, 2009, p. 105) that they are underpaid as compared to the effort that they put in their work, the response is more likely to be that the individuals will decrease their efforts accordingly regardless of whether they have high internal (intrinsic) motivation (Fried & Slowik, 2004, p. 404). In another version of theory in Lawrence & Jordan (2009, p. 103) does come up with a one – dimensional focus on motivation that is implicit-related. In their theory, they come up with the MMG (Multi motive grid) which is a theoretical measure of the motivation that is apparently implicit – related (Fu et al., 2009, p. 277). In their theory, they base their arguments on the use of pictorial stimuli (Lawrence & Jordan, 2009, p. 105) which are meant to arouse the hidden motives within one self (Lawrence & Jordan, 2009, p. 105). In this theoretical framework, there is a predetermined response (Daniel et al., 2006, p. 56), out of the questionnaire that is issued at that time of the interview (Lawrence & Jordan, 2009, p. 103). In this style of motivation, the theorists make use of the story-based system as a means of measure to get the response from the individuals (Schmalt & Sokolowski, 2000, p. 115; Lawrence & Jordan, 2009, p. 105). It is also meant to gain access to what they regard to as the implicit sections, which are only accessed by highly privileged that requires undisturbed access, which is granted, to the schematic section of the memory (Schmalt & Sokolowski, 2000, p. 115; Lawrence & Jordan, 2009, p. 105). In another theory that is more focused on the explicit emotional response as explained in Lawrence & Jordan (2009, p. 103), the NAQ (Need Assessment Questionnaire) which is meant to stimulate emotional response is used to measure the motivation responses (Levoy, 2009, p. 18). According to NAQ theory, there is an access to a classified four types or motivations that are within the self (Lawrence & Jordan, 2009, p. 105). The first is the inbuilt need that seeks to be identified with great and outstanding achievements (Lawrence & Jordan, 2009, p. 105) and (Emery, 2009, p. 98). Secondly, the need to be an affiliate / to be affiliated to a strong and powerful individual (s) (Levoy, 2009, p. 18) has been identified in this theory (Lawrence & Jordan, 2009, p. 105). The third type of motivation that is prominent is the dire need to gain dominance or be seen as to be powerful (Lawrence & Jordan, 2009, p. 105). The last motivation type that is evident is one that demonstrates a need to be autonomous (Lawrence & Jordan, 2009, p. 105). This theory is highly inspired by the theory of needs as proposed in Lawrence & Jordan (2009, p. 117). However, the NAQ theory is inclined to work-content and hence does not explicit on the motivation aspect that is outside the working environment (Lawrence & Jordan, 2009, p. 105).

**2.5 INCENTIVE THEORY**

As per Lawrence & Jordan (2009, p. 104), the authors note that explicit motivation is as a result of strong influence from the demands of the society as well as normative pressures therewith. It is crucial that the management know and understand the different motivations (Levoy, 2009, p. 18) that motivate their employees (Lawrence & Jordan, 2009, p. 104).

According to the incentive theory, two categorical approaches have been put forward. The first is one that is focused on people who have strong implicit motivation within themselves (Lawrence & Jordan, 2009, p. 104). In the implicitly motivated employee (Rabey, 2001, p. 26), it is important that such things as being given new and challenging jobs, which will be an incentive for higher achievement (Lawrence & Jordan, 2009, p. 104), reward the employees. They can also be given some additional responsibility apart from what they are used to which is perceived as adding power to them hence the very fact that they perceive themselves as being more powerful that the rest of the employees, is one high motivation factor that such people are willing to pursue (Lawrence & Jordan, 2009, p. 104). The third element that is given attention and focused on the intrinsically (Rabey, 2001, p. 26) motivated employees is the employment of praise as the employee (s) perceives that they are highly regarded in the organization and they identify with the motivation that is affiliation centred (Lawrence & Jordan, 2009, p. 104). To those who are not intrinsically motivated, but rather depend on extrinsic motivations (Levoy, 2009, p. 18), the theory suggests that such people can be inspired and rewarded by being given job promotions as a form of power motivation (Lawrence & Jordan, 2009, p. 104). The same people can be motivated in the event that they are given some bonuses (Lawrence & Jordan, 2009, p. 104) at the end of the year as a motivation to their outstanding job (even if the job was not as satisfactory as it would have been expected). To a great extend, giving such people some celebratory lunches and throwing some dinner parties in recognition of their contribution is one great incentive as an affiliation motivation (Lawrence & Jordan, 2009, p. 104). According to Levoy (2009, p. 18), external motivators which might include monetary rewards, Recognition as well as being given praises in front of the other employees, were found to work miracles but only for a short time. To the author, it is rather unfortunate that the intended effect of the motivation does not last forever, as one might want it to last (Levoy, 2009, p. 18). Levoy (2009, p. 18) continues to argue out that practices which are normally done, like giving employees salaries which are above average, offering benefits for excellence as well as increasing the vacation time do not translate into employee motivators. Rather, instead of them motivating the employees to work harder, they tend to make the employees remain in the organization a little while longer (Levoy, 2009, p. 18). This fulfilment of basic needs makes the employee last a little while until their motivation fades away (Mancini, 2009, p. 6) and (Lawrence & Jordan, 2009, p. 105).

**2.6** **GOAL-SETTING THEORY**

According to the goal setting theory as stated by Fried & Slowik (2004, p. 406), it is the instrumentality, expectancy as well as the variance that is demonstrated from the outcomes is high in the event that the goals which are set are difficult or challenging, combined with the fact that the goals remain specific to the objective and they are also attainable. This is a sentiment that is shared also in (Fried & Slowik, 2004, p. 406).

In the goal setting theory, it is clear that the goals must be very specific as well as challenging goals (Ordóez et al., 2009, p. 6) that will require more effort and input. This has been found to be a major boost to the behaviour as well as the performance of the individuals within the organization (Ordóez et al., 2009, p. 6). To Ordóez et al. (2009, p. 6) this is a form of panacea that can be used to boost the performance of the employee. In their research, Locke & Latham (2006, p. 265; Ordóez et al., 2009, p. 6), they do agree that as long as an individual remains committed to the set goal (s), and that the individual has the ability to attain the set goals, whereby there are no other, otherwise conflicting goals set, then graphically, this would be a linear relationship. The linear relationship is set between the task performance and the goal difficulty (Locke & Latham, 2006, p. 265; Ordóez et al., 2009, p. 6). However, to Fu et al. (2009, p. 277), the Locke’s theory on motivation and goal setting has been found with defects, as there is none linear relations that are exhibited since there is no comparison between the effort of the individual and the goals that are set. Self-efficacy and the self-set goals have been given a broad classification called motivation hub (Fu et al., 2009, p. 277). In an explanation, Locke (2001, p. 14) as cited in Fu et al. (2009, p. 277) the motivational hub is exemplified as the most immediate and yet the most motivational determinant to the individual’s course of action. This is caused mostly by external factors within the organization, which may include the company directives, or it may at times be influenced by personality (Locke, 2001, p. 23; Fu et al., 2009, p. 277). These motivators to some extent do contribute to the performance of the individuals, which is well stipulated in the hub variables (Locke, 2001, p. 23; Fu et al., 2009, p. 277). In most instances, individuals are given Sales Quotas for which they are expected to meet within a given time frame and this strategy has been employed in many firms regardless of their sizes (Fu et al., 2009, p. 277). In an analysis, Fried & Slowik (2004, p. 404) did realize that, due to the fact that time, in all the proposed theorems, had not been considered prior to their research, then the motivational theories had generally failed to achieve the intended goals. It has been noted that time is among the most important variable that a great influence on people’s motivation (Fried & Slowik, 2004, p. 404). It has become arguably clear that organizations have been, continue to employ goal – setting theory as their fundamental strategy to get their employees working, and has dominated the motivational theory (ies) that have been put forward for organizational use (Fried & Slowik, 2004, p. 404). It is clear that the goal setting motivational theory has been the leading theory that has incorporated time as a major factor because the employees are required to meet their deadlines within a given time period (Fried & Slowik, 2004, p. 404). This in return points out that the goal setting theory has and still remains to be the most successful theories put forward as it deeply incorporates time as a main determinant (Fried & Slowik, 2004, p. 404). The assumption that is taken in the goal setting theory is that the set goals are a true reflection of the inner intentions of the individual as well as the individual’s conscious goals (Fried & Slowik, 2004, p. 404). In their argument, the researchers do contend to the fact that the theories do explain the reason behind human quest to interpret the past, the present as they envision on what is to come in the future (Fried & Slowik, 2004, p. 404). With timeframe incorporated, it is evident enough that the cognitive processes that are involved in decision – making and behavior at work can very well be explained (Fried & Slowik, 2004, p. 404).

**2.8** **MOTIVATION STRATEGIES**

Different people have very different interpretation of the incentive theory of motivation and the kind of motivational strategies (Lawrence & Jordan, 2009, p. 104 +) that they employ are wanting. For example, in a case study of a security organization as highlighted by Houts et al. (2010, p. 41), the employers and other senior management officials did employ a rather crude way of giving incentives to their workers. It is highlighted of their behaviours at the workplaces where employees were in reality spanked while at the workplaces in the name of Motivational purposes (Houts et al., 2010, p. 41). This mode of motivation that was adopted in the organization was referred to as Camaraderie building exercise (Houts et al., 2010, p. 41). The organization did have some incentives like having a pie smacked on the face of the culprit, or one being forced to eat baby food, at times it was required that the offenders wear diapers in front of the rest of the members of the organization (Houts et al., 2010, p. 41). In some rare cases, the offenders were required to sing while standing in front of the whole group but the most notable of all forms of incentives that the organization employed was spanking on the buttocks, which was more preferred (Houts et al., 2010, p. 41). The greatest problem was not much of the hitting / spanking that was done, but rather the humiliation (Lawrence & Jordan, 2009, p. 104) as this was being done with jeers from the fellow colleagues (Houts et al., 2010, p. 41). Sentiments like “Bend over your little a–*”* and the like were being used more often especially in the event that the offender was a female (Houts et al., 2010, p. 41). Whether it is a case of motivational strategies gone haywire or a case of immense ignorance and negligence, it is clear that some strategies are not motivational at all and they are not amusing. To some managers and other people who are in leadership positions, having some eco-friendly policies (Levoy, 2009, p. 18) and (Mancini, 2009, p. 6) can be a great deal of motivation as they do not have to get stressed by some highly bureaucratic policies that would otherwise be a hindrance to their show-offs as high performers in the organization (Lawrence & Jordan, 2009, p. 103, 105).

**2.9** **PROVIDING EFFECTIVE REWARD SYSTEM**

To reward a person has some short – term effect on the motivation of the individual in the organization (Levoy, 2009, p. 18). Adam Smith (1776) as quoted in Emery (2009, p. 94) is recognized to have been on the forefront in popularizing the need to have division of labour so as to optimise production in the organizations. According to Emery (2009, p. 95), there are two sources of the motivation drive. One of the drives is brought out by the fact that there is an internal need to gain resources as supported by the need theory (Lawrence & Jordan, 2009, p. 103, 105). The second source of motivation is the commitment by an individual to external problems or might be the opportunities that are available elsewhere (Emery, 2009, p. 95). The most important of all the factors is the fact that the employees share the same goals as their management as this would be a true measure of the strength of the organization (Emery, 2009, p. 95). A good reward system is one that has accountability as well as rewards being based on the performance as measured using the cross functional integrations (Emery, 2009, p. 95). The effectiveness of a system is ordinarily judged as per the levels in which there is resolution of the individual in the event there is a conflict as well as the extent to which the individual is willing to go to have collaboration for equity (Emery, 2009, p. 100). Reward system in the work places include having appraisals for employees as well as integration that is targeted at making improvements by making sure that there is clear flow of information to and from the employees in the organization (Emery, 2009, p. 100). To have an effective reward system, the focus should be turned from financial (money – focused) to behavioural focused reward system (Daniel et al., 2006, p. 56). It has been noted that the payment of benefits to the employees has been and still remains to be very insufficient although it is a necessity in the organization (Emery, 2009, p. 95). A reward system is meant to bring positive reinforcement (Daniel et al., 2006, p. 57) to the individuals and this should be addressed, as it ought to, for it to be termed as successful. For positive reinforcement, there should be a number of factors that should be considered in the design process of a good and effective reward system. To start with, the reward system should be made in such a way as to replace the ordinarily used subjective performance measurement with the revolutionary objective performance measurement system (Daniel et al., 2006, p. 59). It has been a tradition that the supervisors and other operations managers have been the ones with the mandate of having all the powers of giving appraisals to employees (Daniel et al., 2006, p. 59). This has been majorly influenced by the perception that the supervisor has on an individual which include the likeability of an individual, how busy an individual is perceived to be, personal prejudice, how manageable an employee is as well as compliance with the set system with a great review of the past mistakes done in the organization (Daniel et al., 2006, p. 59). Instead of all these non-linear modes of evaluation, there should be a system that determines the employee performance by the average output and other measurable factors (Daniel et al., 2006, p. 59).

Bonuses that are given at the end of every season (Year) should instead be replaced with pay for performance reward system, as bonuses have been perceived to be very discretional payments that are made to employees for their well – done jobs (Daniel et al., 2006, p. 59). For the annual performance measure, there ought to be measures that are more frequent that would help to account for individual performances within short periods of time (Daniel et al., 2006, p. 59). The short period data collected and analysed is more objective than the annualised subjective performance measurement system (Daniel et al., 2006, p. 59). These performance measures should be done monthly if possible as they help to tell which employee is deteriorating and why (Daniel et al., 2006, p. 59). Minimise group measurement strategies, as they do not reflect on individual efforts within the group (Daniel et al., 2006, p. 59). Personal performance strategies should be employed so as to get more accountability from the individuals rather from a large group (Daniel et al., 2006, p. 59). Actionable measures like the pay per performance should be employed in place of the broad financial measures that are usually done in many of the organizations (Daniel et al., 2006, p. 59). In so doing, questions on how best the employee can input into the organization’s revenue by a change of behaviour should also be addressed (Daniel et al., 2006, p. 59). Due to the different natures of the performance of the organization, unbalanced performance measures ought to be replaced with plans that can be able to account for the performance of the individuals like sales commissions and the like (Daniel et al., 2006, p. 59). Lastly, the discretionary measures that are normally used like the pay for performances should be harmonised to be more rule – based plans so that there is a win-win situation for all the parties involved (Daniel et al., 2006, p. 59).

**2.10 PRODUCTIVITY**

**2.10.1 DEFINITION OF PRODUCTIVITY**

Productivity can be definition as the inert achievement of rapid, sustainable as well as measurable improvements in operations (Reference Answers, 2010, par. 1). A system is termed as productive if on average, the system is able to meet the set targets without failure. From an industrial perspective, productivity can be termed as the total profitable output that a machine or other equipments are able to make within a given timeframe. Looking at productivity from the perspective of human resources, it can be said to be the cumulative, evidential output that is both measurable (Reference Answers, 2010, par. 1) and profitable as well. The productivity of an individual must be within the period set by the organization or the individual to achieve a certain goal. This period must be strict, as the project must be undertaken within the shortest possible time (Reference Answers, 2010, par. 1).

**2.10.2 IMPORTANCE OF PRODUCTIVITY**

To begin with, in the event that the employee is paid through commission (Emery, 2009, p. 95), then, in the event that there is an increased productivity, then the employee can rest assured that the returns will be reflected in the payslip. If there were no set targets in achievement of an event, then there would be no sense in talking of production, as this would be a failing system. Given a short timeframe, the sales personnel (Emery, 2009, p. 95) are able to meet their targets and this goes a long way in improving the sales and returns of the organization. Secondly, when there is productivity in the organization, the organization’s annual returns are increased hence more generation of revenue for the country economically through taxations. Due to the fact that the organizations have to be taxed, the organization’s management make an effort to remain productive for the better part of the years so that they can have an increased net profitability at the end of every financial year (Daniel et al., 2006, p. 56). This means that the organization has to be aligned in its operation to take on the market with better products, which are more appealing to the customers hence, the drive for innovation (Emery, 2009, p. 98) within the organizations.

**2.11 PRODUCTIVITY AND EFFICIENCY**

A motivated employee is more likely to output more to the benefit of the organization (Shadare & Hammed, 2000, p. 8). Shadare & Hammed, (2000, p. 8) continues to argue that most of the successful people that are around, have been proved to be very efficient time managers. The efficiency of an organization is seen in its productivity. An organization’s production capacity is dependent on two important factors. The first is the machine production capacity (Shadare & Hammed, 2000, p. 8). In the event that an organization acquires a machine that is meant to make, say one thousand yarns per hour, then if the machine can only make four hundred yarns, then it is not efficient. There is a lot of energy wasted as the machine consumption is still the same but the production is less. The machine might need motivation, which in this case would be servicing and replacing worn out parts, oiling and greasing to reduce friction and the like. Looking at the second factor, which is the human capital, the production of an organization, is also dependent on individual efforts of the employees. Employees just need to be understood and revitalised to remain productive (Levoy, 2009, p. 18). Employees who are efficient are those that have a constant maximum output regardless of the situations surrounding them as measured within a given time period.

**2.12 HOW CAN MOTIVATION INCREASE PRODUCTIVITY**

As noted above, motivated employees have a greater influence on the organization’s performance (Shadare & Hammed, 2000, p. 8). When the leadership is efficient enough, it will be able to influence the organization performance (Shadare & Hammed, 2000, p. 11). A leader is like the father figure in a family and the rest of the members seek to emulate what they see in their father figure. The same applies in organization. Employees will follow what their leader says and does. If the leader is kind, caring and approachable (Levoy, 2009, p. 18), then the employees are more likely to feel safe in the presence of their manager. In return, the employees will demonstrate their respect and trust in their leader by having an increased output. The motivation in a team can be reflected and achieved when there is achievement of goals that are set, having better recognition systems in place, a conducive working environment as well as clear self growth that is evident. Goals that are set in a team together are more likely to be valued as the members are part of setting the goal (Ordóez et al., 2009, p. 6). Involvement of the members is important in ensuring continued production (Levoy, 2009, p. 18) and (Ordóez et al., 2009, p. 6).

**2.14** **EMPIRICAL EVIDENCE ON EMPLOYEE MOTIVATION**

The fields of employee motivation and employee performance are solidly grounded in the researcher of Maslow, Taylor, and Herzberg, to name just a few. The concepts of motivation and performance are constructs within the larger organizational behavior model. While each of these constructs can be reviewed on their own, employee motivation is linked closely to employee performance. By conducting the search in this manner the resultant articles were specific case studies of employee motivation in various organizations. The resultant case studies looked at a range of topics on both employee motivation and employee performance and how these constructs can be connected. One particular study looked specifically at “the followers” of an organization and what key factors a leader needs to know about the various types of followers. The case studies in this review expand upon the work of Maslow, Taylor, and Herzberg. In ‘Beyond the Fringe’, Simms discusses how various organizations utilize tailored versions of “non-cash rewards” as employee incentives. Simms suggests that Herzberg’s view of salary as not being a motivator holds. The ability to hold up an incentive that doesn’t get absorbed by the employee’s monthly bills has a larger effect on employee motivation. He also suggests it may be more acceptable to boast about a special award or party rather than an employee’s salary raise. Simms then goes on to expand the discussion of non- cash rewards such as flex time, employee of the month, and tailored goal incentives. Simms argues it is important for employers to communicate these benefits to employees because many employees don’t understand their total compensation package. By communicating the total package, the employer reinforces their commitment to the employees and helps to motivate the employee. This motivation leads to greater employee satisfaction and performance (Simms, 2007). The case study of the Harrah’s Entertainment sales teams lays out the use of team incentives to increase sales across the various branches of the Harrah’s Entertainment family of products. However, the core to the incentive packages, that Jakobson discusses, is the use of Merchandise Awards. Jakobson states that Merchandise Awards are even more effective than Top Seller Trips. Harrah’s also uses simple employee motivation tactics such as recognition at weekly and monthly sales meetings of the top sales teams (Jakobson, 2007). Whiteling (2007) looks at the cases of Reuters and supermarket giant Sainsbury’s to show how important it is to create a culture where employees become directly involved in suggestions for change. By creating a culture where employee input is valued and utilized, the changes faced by the organization are better understood and receive the support of the employees. This also has the side effect of creating employee motivation to support and accomplish the organizations goals and change efforts (Whiteling, 2007). Silverman utilizes a similar strategy to create a high-performance workforce. Silverman suggests keeping employees engaged by working with storytelling. Employers can systematically ask employee’s to tell their story for good or not-so good situations. In this way, an employee/employer relationship can be forged which can help foster mutual support and idea sharing (Silverman, 2006). Similar to Whiteling, Silverman suggests that the organizations culture needs to be developed around the concept of storytelling. Employees need to feel their stories are being heard, understood, and valued by those requesting the stories. By forging these relationships, the employee feels valued by the employer, supervisor, and organization as a contributor. This value translates into higher work performance and stake within the organization (Silverman, 2006; Whiteling, 2007). Sharbrough’s (2006) study looks at the correlations between leader’s use of Motivating Language (ML) and employee job satisfaction and the perception of a supervisor’s effectiveness. In both cases, there was a statistically significant correlation in this study between a leader’s use of ML and employee job satisfaction and the perception of a supervisor’s effectiveness. This correlation can be utilized by organizations to measure a leader’s use of ML and determine levels of employee satisfaction as well as determine the perceived effectiveness of a supervisor Kellerman(2007) has expanded the work of Zaleznik, Kelley, and Chaleff to create what he calls a level of engagement to classify the followers of an organization. This employee continuum ranges from “feeling and doing absolutely nothing” to “being passionately committed and deeply involved.” In this way, a leader can assess their subordinates and tailor a leadership approach to maximize the affect a particular effort will have on employee motivation. A common thread of communication between employers and employees emerges as a requirement for employee motivation (Simms, 2007; Jakobson, 2007; Whiteling, 2007; Silverman, 2006; & Sharbrough, 2006). Many of these case studies link high employee motivation with increased employee performance (Simms, 2007; Jakobson, 2007; Whiteling, 2007; Silverman, 2006; & Sharbrough, 2006). By first utilizing Kellerman’s “level of engagement” classification, an organization can tailor the use of ML and motivational techniques in the organization. In this way, employee motivation can be maximized to increase employee performance by focusing the use of ML and motivational techniques.

**2.15 INCENTIVES AS MOTIVATIONAL TOOLS**

In order to keep workers motivated their needs must be addressed as project goals are reached. Satisfying workers’ needs can be viewed as distributing incentives when certain objectives are achieved. Employees have needs that they want met and employers have goals that they reach and they can work together as a team to satisfy the wants of both the employees and their employers. Workers who are motivated to help reach the goal of the employer and do so should be recognized with an incentive/reward. When considering what type of incentives to use there are two types to be aware of, extrinsic and intrinsic. Extrinsic rewards are external rewards that occur apart from work, such as money and other material things. On the other hand, intrinsic rewards are internal rewards that a person feels when performing a job, so that there is a direct and immediate connection between work and reward. The power of incentives is immense and pervasive, which is all the more reason they require careful management (McKenzie and Lee 1998) Heap (1987) has summarized a list of these advantages and disadvantages associated with financial incentives. Many construction companies have already considered that there can be advantages and disadvantages of developing an incentive program. A study by Sanders and Thompson (1999) showed that those companies that keep their program simple with the main objective of the program in mind (to benefit the project in reference to cost, schedule, customer service, environment and quality) are also deemed success of any incentive program. Incentives are usually defined as tangible rewards that are given to those who perform at a given level. Such rewards may be available to workers, supervisors, or top managers. Whether the incentive is linked directly to such items as safety, quality or absenteeism, the reward follows successful performance (MaKenzie and Lee, 1998). Many companies feel that pocket money is to longer a good motivator. Others contend that small rewards such as toasters and blenders do not motivate. Many companies therefore offer profit sharing plans; or companies have abandoned monetary rewards and instead offer lavish trips to such places as Europe and some Caribbean islands. Because of the expense, these programs require careful monitoring. Some companies merely reward good producers with an extra day off with pay. Other concerns reward top performers with better working conditions. Since incentive programs aim to increase workers’ performance levels, the measure used to decide if a reward has been earned should be carefully set. The performance level must be attainable or workers won’t try to reach the goal. That fact underscores the usefulness of having workers themselves contribute their ideas about what constitutes a reasonable level of performance. An incentive scheme may also fail if the measure of success ignores quality or safety. An obvious problem exists when an incentive is applied to work that is machine paced. Incentives should b e clearly linked to performance, but not all incentives can be clearly tied to objective criteria. Some incentive rewards are issued on the basis of a subjective assessment by a superior on the merit of particular workers. This method, in particular, may cause conflicts between workers, especially those who do not win rewards There are many different types of incentive plans, with the annual performance bonus plan being the best known. Profit sharing plans are also very common, and most people in the workforce have hopefully experienced at least one of these approaches. Every different type of incentive plan has both benefits and drawbacks. An annual performance bonus is very infrequent, once yearly, and therefore difficult to link together with performance. This type of incentive plan also tends to cause to employees to focus on what makes them look good, sometimes at the expense of what may be best for the company's bottom line (Turkson, 2002). Every organization is concerned with what should be done to achieve sustained high levels of performance through its workforce. This means giving close attention to how individuals can best be motivated through means such as incentives, rewards, leadership etc. and the organization context within which they carry out the work (Armstrong, 2006). The study of motivation is concerned basically with why people behave in a certain way. In general it can be described as the direction and persistence of action. It is concerned with why people choose a particular course of action in preference to others, and why they continue with chosen action, often over a long period, and in the face of difficulties and problems (Mullins, 2005). Motivation can therefore be said to be at the heart of how innovative and productive things get done within an organization (Bloisi, 2003). It has been established that motivation is concerned with the factors that influence people to behave in certain ways

**2.16 TYPES OF MOTIVATION**

**Extrinsic Motivation**

It is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of service. These are what need to be done to or for people to motivate them. They are often determined at the organizational level and may be largely outside the control of the individual managers. Extrinsic motivators can have an immediate and powerful effect but will not necessary last long (Mullins, 2005; Armstrong, 2006) Bernard & Stoner (2005), proposes the following are incentives for employees: Salary, Wages and Conditions of Service: To use salaries as a motivator effectively, personnel managers must consider four major components of a salary structures. These are the job rate, which relates to the importance the organization attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of information professionals or librarians, or with long service; and fringe benefits such as holidays with pay, pensions, and so on. It is also important to ensure that the prevailing pay in other library or information establishments is taken into consideration in determining the pay structure of their organization. Akintoye (2000) asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success. Katz, in Sinclair, (2005) demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance. For instance, if a information professional has another job offer which has identical job characteristics with his current job, but greater financial reward, that worker would in all probability be motivated to accept the new job offer. Banjoko (1996) states that many managers use money to reward or punish workers. This is done through the process of rewarding employees for higher productivity by instilling fear of loss of job (e.g., premature retirement due to poor performance). The desire to be promoted and earn enhanced pay may also motivate employees. No matter how automated an organization may be, high productivity depends on the level of motivation and the effectiveness of the workforce. Staff training is an indispensable strategy for motivating workers. The library organization must have good training programme. This will give the librarian or information professional opportunities for selfimprovement and development to meet the challenges and requirements of new equipment and new techniques of performing a task. One way managers can stimulate motivation is to give relevant information on the consequences of their actions on others (Olajide, 2000). To this researcher it seems that there is no known organization in which people do not usually feel there should be improvement in the way departments communicate, cooperate, and collaborate with one another. Information availability brings to bear a powerful peer pressure, where two or more people running together will run faster than when running alone or running without awareness of the pace of the other runners. By sharing information, subordinates compete with one another. Firms often use hedonic goods or services as non-cash rewards; items that are associated with pleasurable experience rather than more instrumental or functional items (Dhar & Wertenbroch, 2000). When considering whether to exert additional effort in pursuit of a bonus award such as this, the employee must predict what the item offered is worth to them. The hedonic nature of the incentives triggers an affective reaction to the incentive that becomes a more salient attribute than the cash value of the incentive. This fact leads people to use their feelings as information when determining the value of the incentive (Hsee, 1996a; Loewenstein, Weber, Hsee, & Welch 2001; Schwarz & Clore, 1988). Because these feelings are difficult to monetize, cognitive and motivational forces allow for the perceived value of the awards to be inflated. For example, research on motivated reasoning has found that people tend to imagine bestcase scenarios when imagining the consumption utility of a hedonic reward (Kunda, 1990). This means that thoughts about a trip to Hawaii will be about lying on a beach with a Mai Tai rather than any possible negative aspects of the trip (e.g. stopping the mail, finding a pet-sitter, long flying time, or possible bad weather). Even though the thought of a cash bonus may be emotionally charged as well, the economic value of money is more easily calculated. This makes a cash award less prone to the biases which inflate the perceived utility of a hedonic nonmonetary award. When an item is evaluated on its affective value, its predicted utility is also more ambiguous than that of cash. Cognitive dissonance reductions suggests that if an employee is working hard to achieve the award, then he or she will attempt to convince themselves that the award is worth a great deal to them, bringing their beliefs in line with their actions (Bem, 1967; Festinger, 1958; Quattrone, 1985)

**Intrinsic motivation**

This is related to psychological rewards such as the opportunity to use one’s ability. A sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. Psychological rewards are those that can usually be determined by the actions and behaviour of the individual managers (Mullins, 2005). Intrinsic motivators are concerned with the quality of work life, are likely to have a deeper and longer-term effect because they are inherent in individuals and not imposed from outside (Armstrong, 2006)

**2.17 EFFECTS OF MOTIVATION ON PRODUCTIVITY**

Productivity in general has been defined in the Cambridge International and Oxford Advance Learner’s dictionaries as the rate at which goods are produced with reference to number of people and amount of materials necessary to produced it. On the other hand, productivity has been defined as the utilization of resources in producing a product or services (Gaissey, 1993). It has further been defined as the ratio of the output (good and services) and input (Labour, capital or management). The definition of productivity is utilized by economists at the industrial level to determine the economy’s health, trends and growth rate whiles at the project level, it applies to areas of planning, cost estimating, accounting and cost control (Mojahed, 2005). Several factors affect labour productivity and prominent among them is the basic education for any effective labour force. In addition to the above is the diet of the labour force and social overhead such as transportation and sanitation (Heizer and Render, 1999). Furthermore, motivation, team building, training and job security have a significant bearing on the labour productivity. Coupled with the afore-stated factors, labour productivity cannot be achieved without maintaining and enhancing the skills of labour and human resource strategies. Better utilized labour with stronger commitment and working on safe jobs also contribute to affect labour productivity (Wiredu, 1989).

**2.18 EFFECTS OF MOTIVATION ON PERFORMANCE**

The performance of employees will make or break a company; this is why it is important to find a variety of methods of motivating employees. "Motivation is the willingness to do something," wrote Stephen Robbins and David A. DeCenzo in their book "Supervision Today." "It is conditioned by this action's ability to satisfy some need for the individual." The most obvious form of motivation for an employee is money; however, there are other motivating factors that must be considered. Every employee within a company is different and, therefore, is motivated to perform well for different reasons. Due to the differences within an organization, it is important for a manager to get to know her employees and understand what motivates their performance. "If you're going to be successful in motivating people, you have to begin by accepting and trying to understand individual differences," Robbins and DeCenzo report in their book "Supervision Today." Money is the most important motivator for employee performance but it is important for companies to find other ways to motivate. This involves getting to know their employees and what drives them, then making sure managers utilize appropriate motivational techniques with each employee. When appropriate motivation techniques are used, employee performance will improve.

**CHAPTER THREE**

**RESEARCH METHODOLOGY**

* 1. **Research design**

The researcher used descriptive research survey design in building up this project work the choice of this research design was considered appropriate because of its advantages of identifying attributes of a large population from a group of individuals. The design was suitable for the study as the study sought the impact of motivation on productivity of workers

* 1. **Sources of data collection**

Data were collected from two main sources namely:

(i)Primary source and

(ii)Secondary source

**Primary source:**

These are materials of statistical investigation which were collected by the research for a particular purpose. They can be obtained through a survey, observation questionnaire or as experiment; the researcher has adopted the questionnaire method for this study.

**Secondary source:**

These are data from textbook Journal handset etc. they arise as byproducts of the same other purposes. Example administration, various other unpublished works and write ups were also used.

* 1. **Population of the study**

Population of a study is a group of persons or aggregate items, things the researcher is interested in getting information the impact of motivation on productivity of workers. 200 staff of National Population commission, Enugu state was selected randomly by the researcher as the population of the study.

* 1. **Sample and sampling procedure**

Sample is the set people or items which constitute part of a given population sampling. Due to large size of the target population, the researcher used the Taro Yamani formula to arrive at the sample population of the study.

n= N

1+N (e) 2

n= 200

1+200(0.05)2

= 200

1+200(0.0025)

= 200 200

1+0.5 = 1.5 = 133.

**3.5 Instrument for data collection**

The major research instrument used is the questionnaires. This was appropriately moderated. The secretaries were administered with the questionnaires to complete, with or without disclosing their identities. The questionnaire was designed to obtain sufficient and relevant information from the respondents. The primary data contained information extracted from the questionnaires in which the respondents were required to give specific answer to a question by ticking in front of an appropriate answer and administered the same on staff of the two organizations: The questionnaires contained structured questions which were divided into sections A and B.

* 1. **Validation of the research instrument**

The questionnaire used as the research instrument was subjected to face its validation. This research instrument (questionnaire) adopted was adequately checked and validated by the supervisor his contributions and corrections were included into the final draft of the research instrument used.

* 1. **Method of data analysis**

The data collected was not an end in itself but it served as a means to an end. The end being the use of the required data to understand the various situations it is with a view to making valuable recommendations and contributions. To this end, the data collected has to be analysis for any meaningful interpretation to come out with some results. It is for this reason that the following methods were adopted in the research project for the analysis of the data collected. For a comprehensive analysis of data collected, emphasis was laid on the use of absolute numbers frequencies of responses and percentages. Answers to the research questions were provided through the comparison of the percentage of workers response to each statement in the questionnaire related to any specified question being considered.

Frequency in this study refers to the arrangement of responses in order of magnitude or occurrence while percentage refers to the arrangements of the responses in order of their proportion. The simple percentage method is believed to be straight forward easy to interpret and understand method.

The researcher therefore chooses the simple percentage as the method to use.

The formula for percentage is shown as.

% = f/N x 100/1

Where f = frequency of respondents response

N = Total Number of response of the sample

100 = Consistency in the percentage of respondents for each item

Contained in questions

**CHAPTER FOUR**

**PRESENTATION ANALYSIS INTERPRETATION OF DATA**

**4.1 Introduction**

Efforts will be made at this stage to present, analyze and interpret the data collected during the field survey. This presentation will be based on the responses from the completed questionnaires. The result of this exercise will be summarized in tabular forms for easy references and analysis. It will also show answers to questions relating to the research questions for this research study. The researcher employed simple percentage in the analysis.

**DATA ANALYSIS**

The data collected from the respondents were analyzed in tabular form with simple percentage for easy understanding.

A total of 133(one hundred and thirty three) questionnaires were distributed and 133 questionnaires were returned.

Question 1

Gender distribution of the respondents.

TABLE I

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Gender distribution of the respondents** | | | | | |
| Response | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Male | 77 | 57.9 | 57.9 | 57.9 |
| Female | 56 | 42.1 | 42.1 | 100.0 |
| Total | 133 | 100.0 | 100.0 |  |

From the above table it shows that 57.9% of the respondents were male while 42.1% of the respondents were female.

Question 2

The positions held by respondents

TABLE II

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **The positions held by respondents** | | | | | |
| Response | | Frequency | Percent | Valid Percent | Cumulative Percent |
| **Valid** | Directors | 37 | 27.8 | 27.8 | 27.8 |
| Computer operators | 50 | 37.6 | 37.6 | 65.4 |
| Senior staff | 23 | 17.3 | 17.3 | 82.7 |
| Junior staff | 23 | 17.3 | 17.3 | 100.0 |
| Total | 133 | 100.0 | 100.0 |  |

The above tables shown that 37 respondents which represents27.8% of the respondents are directors 50 respondents which represents 37.6 % are computer operator 23 respondents which represents 17.3% of the respondents are senior staff, while 23 respondents which represent 17.3% of the respondents are junior staff

**TEST OF HYPOTHESES**

There is no reason for employee unhappiness at work.

**Table III**

|  |  |  |  |
| --- | --- | --- | --- |
| **there is no reason for employee unhappiness at work..** | | | |
| Response | Observed N | Expected N | Residual |
| Agreed | 40 | 33.3 | 6.8 |
| strongly agreed | 50 | 33.3 | 16.8 |
| Disagreed | 26 | 33.3 | -7.3 |
| strongly disagreed | 17 | 33.3 | -16.3 |
| Total | 133 |  |  |

|  |  |
| --- | --- |
| **Test Statistics** | |
|  | there is no reason for employee unhappiness at work. |
| Chi-Square | 19.331a |
| Df | 3 |
| Asymp. Sig. | .000 |
| a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3. | |

Decision rule:

There researcher therefore reject the null hypothesis there is no reason for employee unhappiness at work as the calculated value of 19.331 is greater than the critical value of 7.82

Therefore the alternate hypothesis is accepted that there is reason for employee unhappiness at work.

**TEST OF HYPOTHESIS TWO**

there is no effect of motivation on workers’ productivity in the national population commission Eungu headquarters.

Table V

|  |  |  |  |
| --- | --- | --- | --- |
| **there is no effect of motivation on workers’ productivity in the national population commission Eungu headquarters.** | | | |
| Response | Observed N | Expected N | Residual |
| Yes | 73 | 44.3 | 28.7 |
| No | 33 | 44.3 | -11.3 |
| Undecided | 27 | 44.3 | -17.3 |
| Total | 133 |  |  |

|  |  |
| --- | --- |
| **Test Statistics** | |
|  | **there is no effect of motivation on workers’ productivity in the national population commission Eungu headquarters.** |
| Chi-Square | 28.211a |
| Df | 2 |
| Asymp. Sig. | .000 |
| a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 44.3. | |

Decision rule:

There researcher therefore rejects the null hypothesis there is no effect of motivation on workers’ productivity in the national population commission Eungu headquarters as the calculated value of 28.211 is greater than the critical value of 5.99

Therefore the alternate hypothesis is accepted that state there is effect of motivation on workers’ productivity in the national population commission Eungu headquarters

**CHAPTER FIVE**

**SUMMARY, CONCLUSION AND RECOMMENDATION**

**5.1 Introduction**

It is important to ascertain that the objective of this study was to ascertain the impact of motivation on productivity of workers. In the preceding chapter, the relevant data collected for this study were presented, critically analyzed and appropriate interpretation given. In this chapter, certain recommendations made which in the opinion of the researcher will be of benefits in addressing the challenges of motivation on productivity of workers

**5.2 Summary**

This study was on the impact of motivation on productivity of workers. Four objectives were raised which included: To investigate the reason for employee unhappiness at work, to find out why employees show little interest in management policies and programmers, to find out the reasons for employee non- challent attitudes towards the want on damage to and lose of offices equipment, to investigate the effect of motivation on workers’ productivity in the national population commission Eungu headquarters. In line with these objectives, two research hypotheses were formulated and two null hypotheses were posited. The total population for the study is 200 staff of National population commission in Enugu state. The researcher used questionnaires as the instrument for the data collection. Descriptive Survey research design was adopted for this study. A total of 133 respondents made directors, computer operators, senior staff and junior staff were used for the study. The data collected were presented in tables and analyzed using simple percentages and frequencies

**5.3** **Conclusion**

In conclusion, it is evident that motivation is inbuilt within oneself and all that is needed is for individuals to realize this and to address it. Nobody can motivate another, but one can inspire another person to make the changes that are necessary to become motivated. Motivation has been seen to have a great influence on the productivity of the organization and hence this should be taken with the seriousness it deserves.

**5.4 Recommendation**

• There should be more consultation between the board and the managers on one hand, and the managers and the workers on the other. The use of the internal memo as the channel of resolving crisis or communicating grievances with the staff by the line managers should be discontinued;

• Staff development to enhance productivity and promote self fulfillment should be encouraged as a matter of deliberate policy

• There should be a review of the reporting system and reporting staff should be inducted in the act of reporting to make the grading in the reports more uniform

• There should be a searchlight on the leadership style in the organization and efforts should be made to promote only productive and effective workers. If this is to be achieved, appointment to leadership positions in the organization should weigh more towards capability of the staff that have attained the basic conditions, rather than on brotherly relationship or god father

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**QUESTIONNAIRE**

**INSTRUCTION**

Please tick or fill in where necessary as the case may be.

Section A

1. Gender of respondent

A male { }

B female { }

1. Age distribution of respondents
2. 15-20 { }
3. 21-30 { }
4. 31-40 { }
5. 41-50 { }
6. 51 and above { }
7. Marital status of respondents?
8. married [ ]
9. single [ ]
10. divorce [ ]
11. Educational qualification off respondents
12. SSCE/OND { }
13. HND/BSC { }
14. PGD/MSC { }
15. PHD { }

Others……………………………….

1. How long have you been in NPC
2. 0-2 years { }
3. 3-5 years { }
4. 6-11 years { }
5. 11 years and above……….
6. Position held by the respondent in NPC
7. Director { }
8. Computer operator { }
9. Senior staff { }
10. Junior staff { }
11. How long have you been working in NPC
12. 0-2 years { }
13. 3-5 years { }
14. 6-11 years { }
15. 11 years and above……….

SECTION B

1. Government of Nigeria is reforming NPC
2. Agrees { }
3. Strongly agreed { }
4. Disagreed { }
5. Strongly disagreed { }
6. NPC carryout census once in every ten years

(a) Agrees { }

(b) Strongly agreed { }

(c) Disagreed { }

(d) Strongly disagreed { }

1. There is no motivation in NPC
2. Agreed { }
3. Strongly agreed { }
4. Disagreed { }
5. Strongly disagreed { }
6. There is incentive in NPC
7. Agreed { }
8. Strongly agreed { }
9. Disagreed { }
10. Strongly disagreed { }
11. There is no relationship between management of NPC and staff?
12. Agreed { }
13. Strongly agreed { }
14. Disagreed { }
15. Strongly disagreed { }
16. There is no staff productivity since there is no motivation
17. Agreed { }
18. Strongly agreed { }
19. Disagreed { }
20. Strongly disagreed { }
21. Workers of NPC are not working
22. Agreed { }
23. Strongly agreed { }
24. Disagreed { }
25. Strongly disagreed { }
26. There is no impact of motivation on productivity of workers
27. Agreed { }
28. Strongly agreed { }
29. Disagreed { }
30. Strongly disagreed { }
31. Workers productivity comes when there is motivation
32. Agreed { }
33. Strongly agreed { }
34. Disagreed { }
35. Strongly disagreed { }