

MOTIVATION AND EMPLOYEE'S PRODUCTIVITY: A STUDY OF OKOMU OIL PLC

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ABSTRACT

The intent of this study is to evaluate the role of motivation in employee's productivity with special interest in Agricultural sector. Survey type of research was adopted using questionnaire and oral interviews as instruments for data collection. Data analysis was conducted using contingency table while hypothesis was tested with chi-square (X^2) statistics. The following findings were made based on the result from the study: that training programmes in the form of seminars and workshops increase workforce efficiency in organization; that good pay package serves as a very good incentive for higher productivity; that good working environment coupled with promotion and welfare packages resulted to productivity of employees. In line with the above findings, the study recommended among others that organizations should add to their policy kits the ingredients of training and retraining their staff from time to time; good pay and welfare packages, good working environment, regular promotions, and more importantly, introduction of the tools of management by objective that assure achieving efficiency and higher productivity in establishments.

Key Words: Motivation, Efficiency, Productivity, Employees.

INTRODUCTION

The key question on the lips of many business researcher and practitioner has been why some organizations in the same environment, even with the same human and material resources perform differently, or why does an organization perform better than another or why some organizations succeed where others fail. Two different organizations that have the same number of human and materials resources, operate in the same environment but perform differently simply because of the way their employees are treated. An employee who is well motivated will be devoted to his duties with more efforts, produce high quality work and very unlikely leave the organization. A number of studies have been done on the field of

human resources management by many scholars but little has been done on why some employees perform better than others. So this study is one of the on-going researches in quest of determining whether motivation may likely be major factor or one of the major factors responsible for organizations performing differently in the environment under the same circumstance. Does increase in worker's productivity, efficiency, job satisfaction significantly relate to employee motivation? According to Koontz et al. (1990), employee performance refers to the efficiency and effectiveness of employees in achieving organizational goals and objectives. Adelanwa (2013), that employee motivation was the biggest driver of organizational performance.

The performance of every organization is dangerously tied to the performance of its workforce hence the need for every organization that are performance conscious to take the welfare of its workers very serious and ensure that good motivation packages are well routed in its corporate policy. Despite many theories being put in place to ensure increased worker's productivity and efficiency, job satisfaction and workers' productivity could only be achieved in few organizations where managers know how to increase employees' efficiency, productivity and job satisfaction or the best way to motivate employees. One of the major challenges of today managers is how to retain their employees. When organizations lose their employees, it goes with losing the knowledge, the skills, and the experience of the employees, and in addition causes a significant negative economic effect to organization and to customers' needs as well.

Therefore, in order to achieve high productivity in organizations, Managers must effectively motivate their employees because motivate assures employee commitment, retention and reinforces positive behaviours from the workforce.

On the basis of the above, this study has noted that there has been controversy on best way to motivate employees; therefore, this study is in line with the ongoing research globally in finding the best way to motivate an employee for better efficiency and higher productivity. Therefore, the broad objective of this study is to establish the relationship between workers motivations and achievement of efficiency and productivity with the following specific objectives:

1. To determine how productivity of the worker can be measured,
2. To investigate what could be responsible for workers being productive,
3. To ascertain the extent that salary increase, reward and other welfare packages improved productivity of workers?
4. To determine the factors responsible for job satisfaction

5. To ascertain how training and development programmes help to evaluate performance.

The remainder of this paper is organized as follows: section II discusses the literature, section III is the research methods, and section IV presents the results and discussion of findings while section V is summary of findings, conclusion, recommendations and implication of findings.

Review of related literature

Conceptual review

It is a well-known fact that the primary concern of every organization is survival hence, its efficiency. Efficient and effective functioning of organizations entails that organizations must provide opportunities for the continued development and training of employees not only on their present task but on other tasks for which they might later be considered in other to perform their job at a satisfactory proficiency level. However, employees are unique with different potentials, desires, attitude, wants and needs, so for organization to have a competitive edge over their contemporaries; they should study the unique nature of every employee with a view of giving the employee the best desired motivation. Motivation according to Griffin (1997), as contained in current practice and problem of Nigeria Public Administration, is the set of forces that cause people to behave in certain ways. In the opinion of Koontz et al.(1990), motivation of employees is an important inner control tool and should be satisfied in order to attain advantages such as increased employee commitment, increased productivity and efficiency. When employees are appropriately motivated, the result will be commitment to the goals and objectives of the organization which will manifest in high productivity. Competent human resources are very essential and have the capability to endow company with competitive edge as compared to others (see Rizwan et al, 2010 in Quratul-Ain, 2013). Thus, the key to understanding the process of motivation lies in the meaning of and relationship among needs, drive and incentive, therefore, motivation is the act of

directing an individual's towards a particular end through the manipulation of incentives.

Even though performance appraisals, job satisfaction, compensation, Training and development, job security, Organizational structure, and motivation are all factors that determine performance of an employee yet this study decided focused only on employee motivation because we are convinced empirically that motivation seriously influence the performance of employees more than any other factor, besides some other factors ends with motivation. For instance, appraisal ought to end with reward either negatively or otherwise. Even though managers' most difficult challenges is getting employees to do their best work even in most strenuous circumstances but employees job performance can be made possible through motivating. So, by motivating the work force, management creates the will to work which is necessary for the achievement of organizational goals (see Chhabra, 2010; Cole, 2004)

Organizations in order to get the best of their employees and sustain better performance in a dynamic business environment, they need to continually improve on factor that motivates employees. David et al (2003), while emphasizing on the impact of pay system in organization said that pay system have always responded to change, so do the pattern and practices. On categories of motivations, Schem (1965), emphasized the management assumptions about people. According to him, the rational economic man is motivated by self-interest and maximization of gains; he believes that his kind of assumption places human beings into two classes. The untrustworthy money motivated calculative man and the trustworthy more broadly motivated moral elite. The social man is predominantly motivated by social needs and findings his identity through relationship with others. In our everyday lives, we notice organizations springing up, while others die. The success or failure of any organization or industry depends primarily on the work force.

In order not to allow numerous competitors to drag on ground and maintain its stand as one of the largest organizations in Agricultural sector in Nigeria and the Global world, the Management of Okomu oil believes that success, survival and sustainability of the company hinges on the strength, and dedication of their staff. This is possible because okomu oil strives to maintain a work good and employee friendly environment that fosters high ethical standards, mutual respect, honest, and motivation. The Management of Okomu oil Plc recognizes its employees as important part of the business family, not just a machine that goes through certain muscular motion every day with time out for refueling and maintenance but an indispensable stakeholder. Therefore, employee's welfare is a corporate culture in Okomu oil Plc. The energies of the company are used not only for the employers and organizations good but also for the employees own good. Some of the ways of harnessing these energies include but not narrowed to Seeking and using employees own idea, Keeping employees informed, expressing personal interest in employees, instilling pride and recognizing employees in work well done, and providing effective supervision. However, to effectively design a definite system of rewards is necessary; such a system requires a combination of several groups of incentives, the most important of which is available in Okomu oil Plc are recognition - both monetary and non-monetary, social prestige, better environment and placement, self-esteem, self-achievement, advancement and growth. Motivation makes worker to be happy, satisfy and more productive.

H_{01} : There is no significant relationship between workers motivation and achievement of efficiency and higher productivity.

Empirical review

This study carried empirical evaluation of related studies by different scholars. Ukaejiofo (2013) investigated the impact of motivation on employee's performance using the total workforce of Credit West bank Cyprus as population and 134

members of staff from 13 branches of the bank as sample size. A survey method was adopted for data collection. T-Test was used as statistical tool for hypotheses testing. The study concludes that a significant positive relationship exists between good motivational procedure and attainment of organizational goal. Seniwoliba & Nchorbono (2013), examined the role of motivation on employee's performance in the public sector in Ghana using employees of the University for Development Studies (UDS) at its Wa Campus in the Upper West Region. The case-study approach was adopted for the study with both qualitative and quantitative techniques such as stratified sampling and accidental sampling techniques were employed. Key informant interviews and questionnaires were the methods of data collection for the study and SPSS software was used to analyze data collected from the field. The study confirms a positive relationship between motivation and performance of the employees. Forson (2012) investigated the impact of motivation on the employee productivity using employees of Gtbank, Ghana as a study area. The study adopted Survey method and Simple Percentage and Chi-Square were used for data analysis and testing. The findings of the study confirm a positive relationship between motivation and employees' productivity.

Quratul-Ain, M. (2013), carried out study on the impact of employee's motivation on organizational effectiveness. A model was designed based on the literature, linking factors of employee motivation with employee motivation and organizational effectiveness. The study suggests positive relationship between employee's motivation and organizational effectiveness. Aiyetan & Olutuah (2006) study the impact of motivation on productivity of construction companies in Nigeria. The population of the study comprise of 96 construction companies while the sample of 16 companies were chosen from the population. The mean score of the sum of central tendencies was adopted as statistical tool. The study concludes by

identifying that a number of motivational schemes enhance the performance of employees. Jayarethene (2014) carried an empirical investigation of the impact of employee's motivation on productivity of executive employees of Apparel Industry, Sri Lanka. The research concludes that productivity of executive employees have been positively affected by the employee motivation.

Theoretical Review

The theory on which this study hinges is Reinforcement theory. The reinforcement theory of motivation concerns itself with why certain behaviours persist for periods, and why other change. It explains a condition under which behaviour is most likely to be repeated. The basis of the theory is that any behaviour that attract favourable consequences in terms of organizational rewards is most likely going to be repeated, while that which attract negative consequence in terms of punishment is not likely to be repeated. A renowned psychologist B. F. Skinner contributed much to the development of this theory. He stated that behaviour is a function of its consequence (Skinner, 1969), as contained in Human Relations Theory and Practice; reinforcement is simply the process of using contingent rewards to increase future occurrence of a specific preceding behaviour. By contingent rewards, we mean a reward based on a specific preceding behaviour. On the other hand, non-contingent rewards are rewards that are not linked to any specific preceding behaviour.

METHODOLOGY

This study focuses on the impact of motivation on achieving efficiency and higher productivity in Agriculture sector with particular attention to Okomu oil Plc. The study adopted survey method of research design. Eheduru (1995) in Nwosu et al (2020) define research design as the specification of method and procedure for acquiring the information needed for the research. The population of the study was Okomu oil Plc.

For effective assessment, this research was conducted using convenience sampling method with a sample size of 85. From 85 questionnaire distributed, 60 were returned hence the valid sample was 60. The research activated the study by the use of questionnaire and oral interview which constitute the source of primary data. The questionnaire has 29 items structured in the multiple formats. It tested respondent's background and perception of motivation and productivity. Descriptive statistics was adopted in the analysis while Chi-square was used in hypothesis testing. Descriptive survey research design according to Oso and Onen,(2009) in Nwosu et al (2020) is the systematic collection of data in standardized form from an identifiable population or representative.

Analysis of research question and test of hypothesis

Eighty five (85) copies of questionnaire were distributed to respondents, 60 were validly returned. The analysis of data was done using weighted average of the mean score using the four point likert scale, and chi-square was adopted for hypothesis testing.

The likert scale formula is;

$$X = \frac{FX}{N}$$

- Where X = sample mean
- N F = frequency
- N = total number of scores
- X = allotted values

Allotted values to the responses;

SA = 4, A = 3, D = 2, SD = 1 (see appendixes 1-6 or table 1-6)

Testing of hypotheses

To test if there is any significant relationship between workers motivations and achievement of efficiency and higher productivity, the data below were obtained.

	SA	A	D	SD	Ri
1	727	580	132	93	1,500
2	2,793	1,571	255	234	5,050
Cj	3,750	2,332	402	66	6,550

Ho: There is no significant relationship between workers motivation and achievement of efficiency and higher productivity.

$$\alpha = 0.05$$

Test Statistic

$$X^2 = \sum^2 \frac{(o_{ij} - e_{ij})^2}{e_{ij}} \quad X^2(r-i)(c-i)^{(0.05)}$$

Decision Rule

Reject Ho, if $X^2 \text{ cal} \geq X^2(3)^{(0.05)}$ and accept if otherwise.

Calculation

$$E_{ij} = \frac{R_i C_j}{N}$$

	SA	A	D	SD	Ri
1	750(858.8)	583(534)	134(92.1)	33(15.1)	1,500
2	3000(2891.2)	1,749(1798)	268(309.9)	33(50.9)	5,050
Cj	3,750	2,332	402	66	6,550

$$e_{11} = \frac{1,500(3,750)}{6,550} = 858.8$$

$$e_{12} = \frac{1,500(2,332)}{6,550} = 534$$

$$e_{13} = \frac{1,500(403)}{6,550} = 92.1$$

$$e_{14} = \frac{1,500(66)}{6,550} = 15.1$$

$$e_{21} = \frac{5,050(3,750)}{6,550} = 2,891.2$$

$$e_{22} = \frac{5,050(2,332)}{6,550} = 1,798$$

$$e_{23} = \frac{5,050(402)}{6,550} = 309.9$$

$$e_{24} = \frac{5,050(66)}{6,550} = 50.9$$

$$X^2 \text{ cal} = (750 - 858.8)^2 + (583 - 534)^2 + (134 -$$

$$\begin{aligned}
 & \frac{92.1^2}{858.8} + \frac{534^2}{(33-15.1)^2} + \frac{92.1^2}{(13000 - 2891.2)^2} + \frac{1749 - 1798}{15.1} + \frac{2891.2}{1798} \\
 & \frac{(268 - 309.9)^2}{309.9} + \frac{(33-50.9)^2}{50.9} \\
 = & 13.8 + 4.5 + 19.1 + 21.2 + 4.1 + 1.3 + 5.7 + 6.3 = 76
 \end{aligned}$$

Chi-square calculated

$$X^{2cal} = 76$$

Chi-square Tabulated

$$X_{(3)}^{2(0.05)} = 7.815$$

DISCUSSION OF RESULT

Demographic characteristics of the respondents shows that male respondent were more with 35, representing 58.33%. Female respondents were 25, accounting for 41.67%. The respondents were found in different age group. Larger numbers were found within 20-30 age brackets. They were 21 (35%) of them. This was followed by 31-40 age brackets, which had 18 (30%) respondent. 12 (20%) were respondent below 41-50 years age group, respondents that fall above 50 years age are 9 (15%). This shows that Okomu oil workers are young. The data on the year of experience indicates that 6-10 year working experiences has greater respondents, representing 30 (50%), while 5 and below are 25 (41.67%), while 11 above have are 5(8.33%). As for section on which respondents work, administration has the highest respondents 20(33.33%), indicating that good administration are always available. Personnel and security followed with 10 (16.67%) each making 20%, while operation and finance have 5 (8.33%) and 15(25%) respectively.

On descriptive statistics, the acceptance

zone of the mean rating is (2.50-4.000) while the rejection zone is (0-2.49). In table two, the mean rating for each item falls above the zone of acceptance, which is 2.50. Item 1 with the mean rating of 3.7 shows that good pay in a job gives commitment to that job. It is also seen that satisfaction, punishment and job security increase productivity, and management can encourage job satisfaction. The findings in table three, shows that experience and age are very important in achieving productivity. Item 6 supports this idea with mean rating of 3.7, item 7 with 3.3, item 8 with 3.8, item 9 with 3.1 and item 10 with 3.1. The data in table four is a clear indication that money, reward and other welfare packages can improve productivity. Item 11 shows that money can attract retain and motivate individual with means rating of 3.6 item 12 with mean rating of 3.6 shows that welfare packages resulting in higher productivity. Item 13 also support increase pay with mean rating of 3.4. Item 14 indicates that provision of welfare packages reduce incidence of labour turnover with means rating of 3.0 and item 15 stresses that increased pay reduces sharp and unethical practice with means rating of 3.3. The mean rating of five items in table five shows clearly the importance of training programmes. Item 21 supports external training alongside with 3.3 and item 25 with 4.

Based on the findings from questionnaire analysis, motivation play important role in increasing the productivity and efficiency of employees' service in the industry. To confirm the result from the descriptive statistics, the result from the tested hypothesis also shows that achievement of efficiency and higher productivity is dependent on motivation with $x2cal = 76$ and $x2(3)(0.05) = 7.815$.

CONCLUSION

The broad objective of the study is to determine the impact of motivation on workers efficiency and productivity. Since $X2cal = 76 \geq X2_{(3)}^{(0.05)} = 7.815$, we reject Null and accept Alternate which states that the achievement of efficiency and higher productivity is dependent on

motivation. This conclusion is in line with submission from similar researches by **Seniwoliba & Nchorbono (2013)**; **Forson (2012)**; **Quratul-Ain, (2013)**. The study admonished employers of labour to add to their policy kits the ingredients of training and retraining their staff from time to time, good pay and welfare packages, good working environment, regular promotions, and more importantly, introduction of the tools of “management by objective“ to achieve efficiency and higher productivity in their institution.

Implication of the findings

This study however carries mostly positive implication by isolating and confirming the indispensable role of motivating on employee productivity. The staffing roles and the entire process of directing and leading people must be built on knowledge of motivation. The job of a manager in recognizing motivation is not to attempt to manipulate people, but rather to recognize motivating factors in designing an environment for performance, which in turn would increase productivity. There is an adage which says that, “a hungry man is an angry man,” whether this is acceptable or not, the fact remains that no employee would want to work with an empty stomach and to a great extent when demotivated. It is therefore important that to achieve a reasonable return on human investment, workers should be adequately motivated.

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Appendix 1

Table 1: Research question one: How can the productivity of the worker be measured to determine the unproductive one?

Items	Details	SA	A	D	SD	TOTAL	X
1.	Good pay in a job gives commitment to that job	40	20	--	--	60	3.7
		160	60	--	--	220	
2.	High productivity from workers is a result of job Satisfaction	30	30	-	-	60	3.5
		120	90	-	-	210	
3.	Fear of punishment will spur workers to work Harder	30	25	5	-	60	3.4
		120	75	10	-	205	
4.	Job security has effect on job satisfaction	25	20	15	-	60	3.2
		100	60	30	-	190	
5.	Management of an organization can Encourage job satisfaction	25	28	-	7	60	3.2
		100	84	-	7	191	

Source: Field survey, 2014

Appendix 2

Table 2: Research question two: What could be responsible for workers being productive?

Items	Details	SA	A	D	SD	TOTAL	X
6.	Workers acquire knowledge and experience Every year	40	20	-	-	60	3.7
		160	60	-	-	220	
7.	Workers productivity increase every year with experience	32	16	12	-	60	3.3
		128	48	24	-	200	

8.	Experience workforce is an asset to the organization	30	25	5	-	60	3.4
		120	75	10	-	205	
9.	Workers input reduce with their age	20	28	12	-	60	3.1
		80	84	24	-	188	
10.	Inducement increases productivity	20	28	12	-	60	3.1
		80	84	24	-	188	

Source: Field survey, 2014

Appendix 3

Table 3: Research question three: To what extent has salary increase, reward and other welfare packages improved productivity of workers?

Items	Details	SA	A	D	SD	TOTAL	X
11	Money has the power to attract, retain and motivate individuals toward higher performanc	40	15	5	-	60	3.6
		160	45	10	-	215	
12	Well structured and articulated welfare package Result in higher productivity	38	20	2	-	60	3.6
		152	60	4	-	216	
13	Increase pay enhances commitment and Productivity	27	29	4	-	60	3.4
		108	87	8	-	203	
14	Provision of welfare packages reduce incidence Of labour turnover	20	22	15	3	60	3
		80	66	30	3	179	
15	Increase in workers pay has helped curb sharp and unethical practices	25	35	-	-	60	3.4
		100	105	-	-	205	

Source: Field survey, 2014

Appendix 4

Table 4: Research question four: What are the factors responsible for job satisfaction?

Items	Details	SA	A	D	SD	TOTAL	X
16	Promotion brings higher productivity	28	30	2	-	60	3.4
		112	90	4		206	
17	Equity is achieved when workers are appropriately rewarded	40	15	5	-	60	3.6
		160	45	10	-	215	
18	Workers should be granted some level of autonomy	30	20	10	-	60	3.3
		120	60	20	-	200	
19	Regular promotion bring about job satisfaction	20	40	-	-	60	3.3
		80	120	-	-	200	
20	Promotion and motivation will serve as challenge to other workers to improve performance	40	20	-	-	60	3.7
		160	60	-	-	220	

Source: Field survey, 2014

Appendix 5

Table 5: Research question five: How can training programmes help to evaluate performance on the job?

Items	Details	SA	A	D	SD	TOTAL	X
21	Traing and development enhance higher productivity	27	22	11	-	60	3.3
		108	66	22	-	196	
22	Constant training enhances productivity	20	40	-	-	60	3.3
		80	120	-	-	200	
23	Training provide necessary skills, knowledge and right attitude needed on the job	60	-	-	-	60	4
		240	-	-	-	240	
24	External traing should be introduced along with Internal training	20	40	-	-	60	3.3
		80	120	-	-	200	
25	Training is necessary no matter the level of academic qualification	60	-	-	-	60	4
		240	-	-	-	240	

Source: Field survey, 2014