

Effects of Motivation on Workers' Performance of Selected Firms in Abia State, Nigeria¹

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ABSTRACT

Using selected manufacturing firms in Aba, Abia State, we investigated the effects of motivation on workers' performance in Nigeria. The objective of the study is to compare our primary research findings with the findings in the extant literature for the purpose of identifying common patterns as well as, controversies within the secondary data directly related to the research area thereby validating the theories of motivation through this work. Adopting a survey design with well-structured questionnaire, we collected quantitative data and analyzed same using descriptive and inferential statistics. In the attempt to answer the research questions, we used the multiple regression models on four selected motivational variables of Reward System, Motivational Factors, Employee Motivation, and Good Management Practices. The results of our study showed that there is a statistically significant relationship between the Motivational variables (Motivational factors and Management Practices) and Workers' Performance. All the motivational factors considered in this study with their positive coefficients met the a priori expectation. Our conclusion reinforces existing knowledge that motivational variables are important in encouraging better performance among employees in the work place.

Key words: Reward system, motivational factors, employee motivation, good management practices, and worker performance.

INTRODUCTION

1.1. Background of the Study.

“Performance management is a process by which organizations align their resources, systems and employees to strategic objectives and priorities” (Davies, 2005). To achieve these objectives, “the human resource management functions in organizations are designed to maximize employee performance towards employers' strategic objectives. Human resource (HR) is primarily concerned with the management of people within organizations focusing on policies and on systems” (Helepota, 2005).

According to Collings, D. G. & Wood, G. T. (2009), Human Resources departments and units in organizations typically undertake a number of activities, including “employee benefits design, recruitment, training and development, performance appraisal and rewarding” (Davies, 2005). The

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job-related activities expected of a worker and how well those activities were executed is employee performance.

Helepota, (2005) says that “an individual’s effectiveness mainly is determined by several motives such as performance assessments, individual inspirations and satisfaction, compensation, training and enhancement, job security, performance, organizational philosophy and environment”. Managers should assess employee performance on an annual or quarterly basis in order to help them identify suggested areas for their improvement.

In Nigeria, this managerial function appears nonexistent. Researchers opine that “Internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal is motivation” (Davies, 2005; Helepota, (2005)). Motivated employees actually become more enthusiastic as they work towards achieving desired organizational objectives”. The business culture in Nigeria 1980 “put a considerable emphasis on personal reward on the basis that highly motivated individual could transform organizations and societies”(Usman, 2010).

Collings & Wood, (2009) however say that “the 90's have seen companies traumatized and bankrupted by the inappropriate use of remuneration as a motivator”. Researchers believe that “employees are the significant base for improving organizational profitability” hence the current effort towards finding new avenues where an organization can improve its performance through employee motivation (Antomioni, (1999), Appleby (2002); Amana, (2005); Basset-Jones, & Lloyd, (2005); Burton, & Tharkar, (2005). This study therefore aims at determining the extent to which motivation can enhance employee performance in Nigeria.

It is worthy of academic discourse because managers have conducted performance appraisals for the purpose of punishing non-performing worker. Again, it is common knowledge that performance appraisal activities in Nigeria are done mostly for the sake of performing such functions, not for contributing directly to the preferred results of the organization. This situation calls for more focus on effectiveness such that systems and processes in the organization could be applied in the right way to the right things in order to achieve results. It is then that the organization and its various parts would be really performing.

“Managers see motivation as an essential part of the performance equation at all levels, while organizational researchers see it as a fundamental building block in the development of useful theories of effective management practice” (Antomioni, (1999), Appleby (2002); Amana, (2005)). Generally, there is always the confusion between the two areas of motivation which are “motivation to be on the job” and “motivation to perform” on the job. Previous research efforts concentrated purely on individual motivation, ignoring organizational performance. Therefore, the nature of this study has a great impact on the performance of both employees and their organizations. Performance of an organization, configuration of an employee which develops occupational exceptionality for some definite purpose is remarkably accepted. Organizational performance is a theoretical concept of how an organization accomplishes outcomes and goals” (Abedi et al., 2011).

In this study, we assert that performance issues should always be based on behaviors that were actually seen, not on characteristics that employer or someone else senses or intuits about the employee's personality. We anchor this study on Herzberg's (2003) “two –factor theory of

motivation” at the workplace which describes the differentiation between the two areas of motivation. The two-factor theory distinguishes “satisfiers which are the main causes of high or low performance in the workplace from dissatisfiers which are absented or perceived as inadequate”. “These will be the main causes for job dissatisfaction that de-motivate the workers to remain on a job”. “Empowerment, recognition, rewarding, responsibility and the work itself are examples of motivating factors. Dissatisfiers are all about working conditions, salaries, relationship with colleagues, administrative supervision, etc.” [Herzberg, 2003].

The study is limited to the *intrinsic* and *extrinsic* motivational factors that impact on worker performance focusing on selected firms in Nigeria. Intrinsic motivation derives from internal factors that drives performance and addresses individual needs such as growth, social approval, security, recognition, learning opportunity, challenging work, responsibility, career advancement and work itself. *Extrinsic* motivation, on the hand, refers to outside source of influence that tends to control the performance of work. They include basic pay, performance pay, other allowances, awards, working conditions, status, company policies, supervision etc.

1.2. Aim and Objectives of the study

Our aim in this study is to compare our primary research findings with the findings in the extant literature for the purpose of identifying common patterns as well as controversies within the secondary data directly related to the research area thereby validating the theories of motivation through this work.

To achieve this aim, the following objectives were set:

1. To determine how employees reward system can promote organizational performance in Nigeria.
2. To ascertain the extent motivational factors can lead to high performance of employees of Nigerian organizations.
3. To establish the relationship between motivation of employees and performance in Nigerian organizations.
4. To find out how Human Resource Management practices in Nigeria can enhance motivation of employees towards high performance.

1.3. Research questions

To answer the main research question of how managers can adequately adopt the theories of motivation for effective worker performance in Nigeria, the following sub-questions were developed:

1. How can employee reward system promote organizational performance in Nigeria?
2. To what extent can motivational factors lead to high performance of employees of Nigerian organizations?
3. What is the relationship between motivation of employees and performance in Nigerian organizations?
4. How can Human Resource Management practices in Nigeria enhance motivation of employees towards high performance?

1.4. Hypotheses of the study

We developed the following hypotheses to answer the research question:

1. Employees reward system negatively affects the promotion of organizational performance in Nigeria.
2. Motivational factors cannot lead to high performance of employees Nigerian organizations.
3. There is no relationship between motivation of employees and performance in Nigerian organizations.
4. Human Resource Management practices in Nigeria do not enhance motivation of employees towards high performance

REVIEW OF RELATED LITERATURE

2.0. Conceptual review

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. An individual is not motivated by another individual. Motivation comes from within the individual.

Employment is a relationship between two parties, usually based on a contract where work is paid for, where one party, which may be a corporation, for profit, not-for-profit organization, co-operative or other entity is the employer and the other is the employee. Employees work in return for payment, which may be in the form of an hourly wage, by piecework or an annual salary, depending on the type of work an employee does or which sector she or he is working in. Employees in some fields or sectors may receive gratuities, bonus payment or stock options. In some types of employment, employees may receive benefits in addition to payment. Benefits can include health insurance, housing, disability insurance or use of a gym. Employment is typically governed by employment laws, regulations or legal contracts.

An **employee** contributes labor and expertise to an endeavor of an **employer** or of a person conducting a business or undertaking and is usually hired to perform specific duties which are packaged into a job. In a corporate context, an employee is a person who is hired to provide services to a company on a regular basis in exchange for compensation and who does not provide these services as part of an independent business.

Employee Performance is the activity of performance of doing something fruitfully by knowledge as famous from simply possessing it. A performance comprises an event in which normally one group of people the performer or performers act in a particular way for another group of people.

Employee motivation

Employee motivation ensures the best effort in difficult conditions; ensures employees greatest, safest and creepy tasks that could be done conceivably towards increasing the level of organizational performance. They include basic pay, performance pay, other allowances, awards, working conditions, status, company policies, supervision etc.

The concept of **performance management** is basically linked to the theory of motivation because it is theoretically under-pinned on the theory of motivation. According to Cannell (2010) “the concept of performance management includes (i) strategy such as long-term goal, (ii) integration such as people management (individual or team) (iii) performance improvement, (iv) continuous development and (v) managing behaviors”. However, kamalian, Yaghoubi and Moloudi (2010) opine that “motivation refers to a set of energetic forces that originate both within and beyond an individual’s being to initiate work-related behavior and to determine its form, direction, intensity and duration”.

However, earlier researchers’ inspiration articulates motivation as “having great impact on organizations rooted on extrinsic reinforcement”. (Herzberg (1959); Deci and Ryan (1985); Cleveland and Murphy (1992); Bartol and Martin (1998); Pinder (1998); Osterloh and Frey (2000); Chowdhury (2007); Ali & Ahmed (2009)); These early researchers consider “organizations more effective when motivated employees are continually watching how managers evaluate the benefits and costs with respect to intrinsic and extrinsic factors that impinge upon their performance on the job”.

The limitations of extrinsic reinforcement led to the development of new approaches to motivate people that include: - cognitive behavior modification to change overt behavior by manipulating cognitive processes. This line of thought is characterized by the belief that “behavior is affected by cognition rather than the consequences of one’s actions” (Ali & Ahmed, 2009). Basset-Jones, & Lloyd, (2005), observe that “contemporary motivation research tends to be organized around three questions: (can I do this task; Do I want to do this task and why)? Researchers pursuing the first question developed a range of new theories regarding self-efficacy, attributions, and self – worth”.

Helepota (2005) defines perceived self-efficacy as “judgments of how well one can execute courses of action required to deal with prospective situations”. Scrutinizing self-efficacy theory, Helepota (2005) found that “efficacy is the major determinant of effort, persistence, and goal setting”. Empirical research supports this notion suggesting that “individuals with higher self-efficacy tend to be more motivated and successful on a given task” and that “self-efficacy is an individual’s confidence in his ability to organize and execute a given course of action to solve a problem or accomplish a task” (Herzberg (1959) Deci et al, (1985); Cleveland et al, (1992); Bartol and Martin (1998); Pinder (1998); Osterloh and Frey (2000); Chowdhury (2007); Ali & Ahmed (2009)).

(Katz, 2005) explores the issue of locus of control. According to this theory, “individuals are more motivated to the extent that they feel they are in control of their own successes and failures”. Researchers along this line of thought opine that “autonomy is one of three basic psychological needs along with competence, attribution (ability, effort, task and luck), and relatedness”. Within this framework “individual differences in the extent to which these basic needs are fulfilled correspond to variations in levels of motivation” (Herzberg (1959) Deci et al; (1985); Cleveland et al; (1992); Bartol and Martin (1998); Pinder (1998); Osterloh and Frey (2000); Chowdhury (2007); Ali & Ahmed (2009).

Job attitude and performance

A separate body of research within the study of motivation tried to answer the question, Do I want to do this task and why? Kamalian et al, (2010) averred expectancy–value theories, intrinsic motivation theories, and self-determination theory under this category. Danish et al, (2005) propose volition theory, defining volition as strength of will, akin to conscientiousness, discipline, self-direction, resourcefulness, and striving. They argue that “the effect of motivation on behavior is mediated by volition. In other word, motivation may lead to a decision to act but volition is what determines whether those decisions are implemented. Whereas motivation helps to determine goals, volition supports management and execution of those goals

2.2. Theoretical foundations of the study

We anchored this study on Fredrick Herzberg’s (1975) hygiene factor theory which identifies factors that lead to job satisfaction. They include: salary, job security, working conditions, status, company policies, quality of technical supervision, quality of interpersonal relations among peers, supervisors and subordinates.

The other set of factors (motivators) postulates that which produces job satisfaction and motivation. They are: achievement, recognition, responsibility, advancement, the work itself, possibility of growth. Shartle (1950), Brown and Ghiselli (1952) and Harrell (1953) are notable industrial psychologist who published most of the early reviews of the literature on motivation. These reviews have emphasized applied individual level issues such as employee testing, training and motivation. However, even at these early stages of development, antecedents of what many consider significant contemporary trends in the human resource management domain are defined. For example, Gilmer’s (1960) discussion of situational variables reveals the importance of matching personnel with organizational strategies.

Further, Gilmer (1960) invites researchers to design measures to assess the relationship between “individual and company personalities”. These contributions as well as those provided by organizational theorist some years later cannot be reversed or easily tested out.

Assumptions about workers according to theory X and Y

According to (Plunkett and Attener, 1994), “People basically dislike work and avoid it whenever possible. Because most people dislike work, they have to be closely supervised and threatened with punishment to reach objectives. Most people have little creativity- they are not capable of solving problems, rather they must be directed. Most people have limited intellectual potential. Contribution above basic job performance should not be expected”.

On the other hand, “most people find work as natural as play or rest and develop an attitude towards work based on their experience with it. People do not need to be threatened with punishment; they will work voluntarily towards organizational objectives to which they are committed. Most people possess a high degree of imagination, ingenuity and creativity with which to solve organizational problems. Although people have intellectual potential, modern industrial life utilizes only part of it”. “The core of theories X and Y is that a management philosophy influences the type of work climate the manager endeavors to create and ultimately how he or she treats people” (Plunkett and Attener, 1994)

2.3. Reviews within the Research Framework

Previous research findings have shown that the main motivators of workers were related to responsibility, training and recognition next to salary. These can be influenced by performance management (job descriptions, supervision, continuous education and performance appraisal) Relationship of the variables for this study involves *intrinsic* and *extrinsic* rewards as independent variables. The independent variable of intrinsic reward includes four dimensions namely: recognition, learning opportunity, challenging work and career advancement. As for the extrinsic reward, it includes three dimensions such as basic pay, merit pay and performance bonus. This study involves employee's performance as dependent variable which encompasses three dimensions such as productivity, job quality and job accomplishment.

2.4. Empirical evidence

A wealth of empirical evidence on motivation exists, including research substantiating basic characteristics of the trait (such as domain specificity and the existence of gender differences), as well as research linking motivation to other types of learning outcomes. First, although it seems reasonable to suppose that an individual's levels of motivation will vary across domains depending on his or her specific interests, there is some evidence that motivation in one domain may generalize to other domains. For example, Gottfried (1990) found that motivation in reading predicted later motivation in reading, science, and social studies. At the same time, motivation in math appeared to relate more strongly to other math constructs (e.g., students' perceptions of math competence and teachers' ratings of math achievement) than to motivation in other subject areas, suggesting that motivation to learn math among lower elementary students may be less generalizable to other subjects. In general, research suggests that the domain specificity of motivation and self-concept tends to increase with age, particularly as students accrue more educational experiences and as the curriculum begins to reflect departmentalization of academic subjects (Gottfried, et al., 2001).

Some evidence also supports the presence of gender differences. Lange and Adler (1997) report that "teachers rated girls significantly higher than boys on intrinsic motivation and mastery-oriented behaviors, although achievement and class grades for these two groups were the same" Guay et al. (2010) found girls to have higher intrinsic motivation for reading and writing than boys did. However, boys had higher intrinsic motivation for math than girls did.

First, motivation is strongly related to contemporaneous achievement, which is highly predictive of later achievement. Second, early motivation is predictive of later motivation, which is strongly related to contemporaneous achievement.

An empirical study was conducted in Pakistan to measure the impact of reward and recognition on job satisfaction and motivation. 220 questionnaires were distributed and filled by employees of different sectors. The result showed that there exists significant ($r=0.13$, $p<0.05$) relationship between recognition and employee work motivation (Rizwan et al., 2001).

An empirical study was conducted by Reena Ali to examine the impact of reward and recognition programs on employee motivation and satisfaction. A questionnaire was distributed to 80 employees of Unilever and data was analyzed through SPSS version 16. The results showed that

there is a statistically significant ($r=0.92$, $p<0.01$) direct and positive relation between recognition and employee work motivation (Reena et al., 2009).

A study was conducted in Pakistan to examine the job satisfaction among bank employees in Punjab. A structured questionnaires survey was used and data was gathered from 4 banks employees, the value of correlation coefficient for recognition was 0.251 which shows that its relationship with job satisfaction is positive. Job satisfaction is directly associated with internal work motivation of employees that enhances as the satisfaction of employees increases (Salman et al, 2010).

That is why a study says that deficiency of appropriate recognition and rewarding reduces employee work motivation and job satisfaction. Hence, administration of organization and institutions should build up the arrangement for giving that rewards and recognition to enhance employee job satisfaction and motivational level (Reena et al., 2009). In the study carried out by Jibowo (2007) on the effect of motivators and hygiene on job performance among a group of 75 agricultural extension workers in Nigeria, the study basically adopted the same method as Herzberg et al, (1959) and it shows some support for the influence of motivators on job performance.

In another study carried out by Centres and Bugental (2007), they also based their research on Herzberg's two-factor theory of motivation, which separated job variables into two group; hygiene factors and motivators. They made use of sample of 692 subjects to test the validity of two-factor theory and discovered that at higher occupational level, "motivators" or intrinsic job factors were more valued, while at lower occupational level, "hygiene factors" or extrinsic job factors were more valued. From this work they concluded that organization that satisfies both extrinsic and intrinsic factor of workers get the best out of them.

Bergum and Lehr's (2004) study, which investigated the influence of monetary incentives and its removal on performance, showed that the subjects in the experimental group who receives individual incentives performed better than those in the control group.

The study of Daniel and Caryh (1995) was designed to explore the ability of the investment model to predict job satisfaction and job commitment. The result showed that job satisfaction was best predicted by the rewards and cost value of the job and job commitment on the other hand, was best predicted by a combination of rewards, cost values and investment size.

Akerele (2001) observes that poor remuneration is related to profits made by an organization. Wage differential between high and low income earners was related to the low morale, lack of commitment and low productivity. Nwachukwu (2004) blamed the productivity of Nigerian workers on several factors, among them is employers' failure to provide adequate compensation for hard work and indiscipline of the privileged class that arrogantly displays their wealth, which is very demoralizing to working class and consequently reduced their productivity. Judging from all these empirical studies and findings, one may generally conclude that a good remuneration package, which ties financial rewards to individual performance, can be expected to result in higher productivity.

Another study carried out, which is of importance to this research, is that of Wood (1974). He investigated the correlation between various workers attitudes and job motivation and job

performance using 290 skilled and semi-skilled male and female paper workers. The study reveals that highly involved employees who were more intrinsically oriented towards their jobs did not manifest satisfaction commensurate with company evaluation of performance. They depended more on intrinsic rewards as compared to those who were more extrinsic in orientation.

2.5. The link between worker motivation and performance

Motivation and job performance are inextricably connected because every worker has to have some degree of motivation just to go to work in the first place. Many people believe that the most highly motivated employees are the employees who will reach the highest level of job performance.

Consequently, many large firms train supervisors and managers to motivate their employees or develop methods that will enable them to understand the factors that motivate individual employees. To some extent, most employees are motivated by money because people generally work in order to earn money to cover their day-to-day living expenses. Many people work harder if they are given financial rewards, such as commission checks and bonuses for reaching performance levels beyond the basic level that their bosses demand.

Some individuals are motivated by the opportunity to gain promotions or move into more prestigious roles, while other employees are motivated by a fear of failure. In some instances, people are motivated to work hard if they believe that failure to do so will result in them losing their jobs. All of these factors are regularly cited by people who see a correlation between motivation and job performance.

Most companies expect department managers to motivate employees, and managers sometimes set about trying to achieve this by offering financial incentives to employees as well as promotions or additional paid-time off. Many firms use approaches that are based upon research by psychologists, such as Abraham Maslow who developed the Hierarchy of Needs in the 1950s.

Using Maslow's list of motivators, managers attempt to match the personalities or needs of their clients with the needs identified by psychologists, and motivate employees by linking their needs with their job performance. Someone with low self-esteem may be motivated by the chance to earn recognition, while someone experiencing financial problems may be motivated by the need to earn the money needed to have a sense of security.

Modern psychologists and behavioural analysts have argued that a leader cannot motivate an unmotivated employee, and that motivation must begin with the employee. Using this rationale, some employees perform poorly at work because they lack motivation. No matter what is tried, bosses cannot raise their level of performance by attempting to use rewards or punitive action as motivators.

Many managers keep track of the actions of employees and the results that those actions generate. Managers look for a correlation between the amount of effort an employee puts forth through actions such as making sales calls, and that employee's sales results as compared with other seemingly less motivated employees. Other variables that an employee cannot control, such as the behaviour of clients, can also impact an employees' performance. While motivation and job performance are linked, even highly motivated employees can experience performance issues at

work.

2.6. Highlights of the literature review

From the above literature, studies and discussion fully support our hypotheses that:

- i. Employees reward system promotes organizational performance.
- ii. Motivational factors significantly lead to high performance for employees of organizations
- iii. There is a strong relationship between motivation of employees and performance organizations.
- iv. Human Resource Management practices enhance motivation of employees towards high performance.

The three issues which are addressed in this research are briefly outlined below:-. The first concern is about the capacity of organizations to manage reward and incentive schemes within the framework of Performance Management model. This issue prompts an examination of the capacity of the organization in terms of the existence of an environment that is conducive for effective management of market-type performance-based reward systems and incentive schemes

The second is the ability of organizations to measure managerial performance objectively and enhance managerial accountability using good schemes to act as a motivator. The third is the stakeholders' perception of equity of schemes.

The second and third issues are mainly focusing on the characteristics of a successful scheme. Most of the literatures widely available on impact of motivation on worker performance are based on studies focused on the developed world of Europe, America and Asia, with little or no data on sub Saharan Africa, especially Nigeria.

MATERIALS/METHODS

3.0. Research Design

We adopted the descriptive survey design using a structured close ended questionnaire on a five point Likert scale as the research instrument to collect our primary data with a view to identifying the range of motivating and de-motivating factors as well as to explore perceptions on performance management, thereby addressing study questions 1 and 2. Our approach therefore explored causal effects of the variables more closely (Yin, 1994).

The study mostly interviewed senior managers in the selected firms. The objective was to gain a senior managerial perspective on the application of market-type performance management systems, performance measurement processes and equity perceptions of performance-pay schemes in a firm context. For the measurement of variables, we acquired the data through questionnaires. 200 copies of the questionnaire were distributed within the area of the study, out of which 186 were duly completed and returned by the respondent representing 93.0 % response rate.

The interviews used open-ended topic guide questions to elicit as much information as possible, and were recorded (with permission) and transcribed for later analysis. Survey questionnaires

were sent out to the entire population using electronic mail (e-mail) facility for cost effectiveness. Our focus was on manufacturing/productive firms selected through stratified random sampling technique.

We triangulated the sources and methods in order to assure trustworthiness of data, by interviewing firm workers and their managers, recorded interviews and immediately transcribed the results. We manually analyzed data using compilation matrices per respondent group and describing the data per study question. We did not disaggregate the data for the private sector, due to the small number of staff employed.

Quality of data collection was assured through providing confidentiality and guaranteeing anonymity of the interviewees, training and supervision of interviewers by experienced researchers as well as by pre-testing the questionnaire. These mechanisms aimed at avoiding bias.

A scoring table on the parameters of the independent variables to be tested (recognition, learning opportunity, challenging work and career advancement) thereby addressing all the study questions. The parameters scored were derived from the qualitative study. The selection of variables was based on commonly used HRM tools and the results of the qualitative study – for example: productivity, job quality and job accomplishment, supervision and performance appraisal. Method of Data Analysis was with the aid of Statistical Package for Social Science (SPSS0 version 16.0. Computer programme of the completed transcripts were analyzed using analysis of variance (ANOVA) and the student t-test to test the hypotheses in order to determine recurring themes. The technique of analysis was both theoretical and statistical in nature.

3.1. Validity & Reliability of Instrument

To ensure reliability and validity of the survey measures, some of the measurement scales were based on instruments for which reliability and validity had already been tested in other studies such as the Likert scales. Reliability was also tested using Cronbach's Alpha which provided an estimate of the internal consistency of the questionnaire by ensuring that our instrument measures the same constructs over repeated measures. This was to enable us avoid the problem of splitting the test into halves due to multiple ratings. Some of the questions were replicated from prior studies to ensure content validity while face validity was assessed through the pilot survey itself.

The quality of data collection was assured by guaranteeing anonymity of the interviewees, training and supervision of interviewers by an experienced researcher and by pre-testing the questionnaire. These mechanisms aimed, among other considerations, to avoid bias and socially acceptable answers.

Pre-testing was not entirely rigorous, resulting in inconsistent interpretation of two motivation-related variables: "training" and "management". "Training" is especially problematic, as it is unclear to what extent training, for which firm workers often receive an allowance, is perceived as income generation or as an opportunity to upgrade knowledge and skills. Management is a wide concept: for instance, some firm workers perceive "reporting" or "administration" as management, whereas others do not consider these as management activities. Some caution is therefore needed in interpreting the results relating to these two variables.

4.1. Hypotheses Testing

The Impact of Motivation on Workers' Performance

The hypotheses to be tested state as follows:

1. *Employees reward system negatively affects the promotion of organizational performance in Nigeria*
2. *Motivational factors negatively lead to high performance of employees of Nigerian organizations*
3. *There is negative relationship between motivation of employees and performance in Nigerian organizations*
4. *Human Resource Management practices negatively enhance motivation of employees towards high performance in Nigeria*

Table 4.2: Least Square Regression Analysis

<i>Dependent Variable: WORKPERF</i>				
<i>Included observations: 186</i>				
Variables	Coefficients	Std. Error	t-statistic	Prob.
<i>C</i>	18.373	6.070	3.027	0.004
<i>RS</i>	24.071	0.165	1.428	0.670
<i>MF</i>	11.198	0.283	9.700	0.000
<i>EM</i>	12.122	0.142	0.957	0.794
<i>MP</i>	6.111	0.165	5.398	0.000
		SUM OF SQUARES	DF	
	<i>Regression</i>	8.830	4	
	<i>Residual</i>	85.113	181	
	<i>Total</i>	93.943	185	
<i>R-SQUARE</i>	0.904			
<i>F-statistic</i>	81.328			
<i>Prob(F-statistic)</i>	0.000000			

Source: Extract from the least square analysis

From table 4.2 above, the model for the relationship is stated below as follows:

$$\text{WORKPERF} = 18.373 + 24.071\text{RS} + 11.198\text{MF} + 12.122\text{EM} + 6.111\text{MP}$$

(0.0000)
(0.1240)
(0.0124)
(0.1584)

Note: the p-values are in parenthesis

From the results of the OLS, it is obvious that the constant parameter (β_0) is positive at 18.373. This means that if all the independent variables are held constant, workers' performance (WORKPERF) as a dependent variable will grow by 18.373 units in annual-wide basis.

4.3.1 Significance of the Model (F-Statistic Test)

The F-test checks for the statistical significance of the model built for this study. It is performed on a two-tailed test of 1% and at 5% significance levels. The null hypothesis (H₀) for the test is stated as the model is not statistically significant. To reject the hypothesis, F-statistic (F-cal) must exceed F-critical (F-tab). From the analysis in table 4.2 above, F-tab at (4, 181) degree of freedom is 3.34 and 2.53, respectively for 1% and 5% levels of significance (*obtained from statistical table*) and F-cal is 81.328 at a probability value of less than 1% (0.00000). It is therefore deduced that F-cal > F-tab; thus H₀ is rejected. This implies that the model is statistically significant and it adequately captures the relevance of motivation on workers' performance.

4.3.2 Test for Individual Significance (Student t-test)

The t-test is used to test the significance of each of the independent variables used in the model. It is used to validate or nullify each of the four hypotheses. The decision rule is stated as follows: Reject H₀ if t-statistic calculated is greater than $t_{\alpha/2(n)}$ (t-critical) at 5% significance level.

4.3.2.1 Test of Significance of Reward System (RS) Variable

The result of the least square in table 4.2 above showed that in a two-tailed test, the probability value of reward system is 0.670, is greater than the 5% or 0.025 critical probability benchmark of the study. This necessitated the acceptance of the hypothesis "*Employees reward system negatively affects the promotion of organizational performance in Nigeria*". Moreover, the analysis showed that direct relationship exists between reward system and workers' performance (WORKPERF) in line with the *a priori* expectation. It further revealed that a unit change in reward system will cause the workers' performance to change by 24.071 units.

4.3.2.2 Test of Significance of motivational factors (MF) Variable

The relationship between motivational factors and workers' performance as tabulated in 4.2 above confirmed that a direct (positive) relationship is found between motivational factors and workers' performance. That means that a unit increase in motivational factors will increase the workers' performance by 11.198 units. In addition to this, the probability value of motivational factors at 0.0000 (0.00000%) is less than the critical probability value of 0.01. We therefore nullify the hypothesis that "*motivational factors negatively lead to high performance of employees of Nigerian organizations*", and conclude that *motivational factors can lead to high performance of employees of Nigerian organizations*", motivational factors has a significant effect on workers' performance.

4.3.2.3 Test of Relationship between motivation of employees and performance in Nigerian organizations (EM) Variable

With reference to the table 4.2 and model 4.1 above proved that motivation of employees (EM) has a direct relationship with workers' performance (WORKPERF). This result is arrived at given that the probability value of the variable which is 0.794 is greater than the 5% or 0.025 significance level standard. Thus we accept the hypothesis that "*there is negative relationship between employee motivation and worker performance in Nigerian organizations*". Furthermore, it was

also evidenced in the model that a unit increase in worker motivation caused a rise in workers' performance by 12.122 units.

4.3.2.4 Test of Significance of management practice (MP) Variable

The coefficient of the proxy as shown in table 4.2 and equation 4.1 above is positive in line with the theoretical expectation of the study. Quantitatively, it represents that a unit increase in good management practice will grow workers' performance by 6.111 units. On the other hand, the analysis clearly showed that good practice by management has a significant effect on workers' performance. This decision is arrived at since the 1% critical probability value (0.000) is less than the 0.005% probability value of the variable. The hypothesis that "*Human Resource Management practices negatively enhance motivation of employees towards high performance in Nigeria*", is therefore rejected with the conclusion that *Human Resource Management practices enhance motivation toward high performance in Nigeria*.

4.4 Test of Hypothesis on Firm by Firm Basis

4.4.1 J O UDEAGBALA NIG LTD

Table 4.3 Least Square Regression Analysis

<i>Dependent Variable: WORKPERF</i>				
<i>Included observations: 27</i>				
<i>Variables</i>	<i>Coefficients</i>	<i>Std. Error</i>	<i>t-Statistic</i>	<i>Prob.</i>
<i>C</i>	23.753	6.090	3.900	0.001
<i>RS</i>	2.842	0.255	1.110	0.513
<i>MF</i>	22.329	0.345	1.315	0.000
<i>EM</i>	14.731	0.260	5.068	0.000
<i>MP</i>	5.804	0.311	1.808	0.453
		<i>SUM OF SQUARES</i>	<i>DF</i>	
	<i>Regression</i>	1.689	4	
	<i>Residual</i>	18.163	22	
	<i>Total</i>	93.852	26	
<i>R-SQUARE</i>	0.876			
<i>F-statistic</i>	51.246			
<i>Prob(F-statistic)</i>	0.0022			

From table 4.3 above, the model for the relationship is stated below as follows:

Model 4.2

$$\text{Workperf} = 23.753 + 2.842 + 22.329 + 14.731 + 5.804$$

Note P values are : (0.039) (0.122) (0.157) (0.005)

4.4.1.1 Test of Significance of Reward System (RS) Variable

The result of the least square in table 4.3 above showed that in a two-tailed test, the probability value of reward system is 0.513, which is greater than the 5% or 0.025 critical probability benchmark of the study. This necessitated the acceptance of the hypothesis "*Employees reward system negatively affects the promotion of organizational performance in Nigeria*. Moreover, the analysis showed that direct relationship exists between reward system and workers' performance (WORKPERF) in line with the *a priori* expectation. It further revealed that a unit change in reward system will cause the workers' performance to change by 2.842 units.

4.4.1.2 Test of Significance of motivational factors (MF) Variable

The relationship between motivational factors and workers' performance as tabulated in 4.3 above confirmed that a direct (positive) relationship is found between motivational factors and workers' performance. That means that a unit increase in motivational factors will increase the workers' performance by 22.329 units. In addition to this, the probability value of motivational factors at 0.0000 (0.00000%) is less than the critical probability value of 0.01. We therefore nullify the hypothesis that "*motivational factors negatively lead to high performance of employees of Nigerian organizations*", and conclude that *motivational factors can lead to high performance of employees of Nigerian organizations*", thus motivational factors has a significant effect on workers' performance.

4.4.1.3 Test of Relationship between motivation of employees and performance in Nigerian organizations (EM) Variable

With reference to the table 4.3 and model 4.2 above proved that motivation of employees (EM) has a direct relationship with workers' performance (WORKPERF). This result is arrived at given that the probability value of the variable which is 0.000 is less than the 5% or 0.025 significance level standard. Thus we reject the hypothesis that "*there is negative relationship between employee motivation and worker performance in Nigerian organizations*" and conclude that "*there is relationship between employee motivation and workers' performance in Nigerian organizations*". Furthermore, it was also evidenced in the model that a unit increase in worker motivation caused a rise in workers' performance by 14.751 units.

4.4.1.4 Test of Significance of management practice (MP) Variable

The coefficient of the proxy as shown in table 4.3 and model 4.2 above is positive in line with the theoretical expectation of the study. Quantitatively, it represents that a unit increase in good management practice will grow workers' performance by 5.804 units. Secondly, the result of the least square in table 4.3 above showed that in a two-tailed test, the probability value of good human resource management practice is 0.653, which is greater than the 5% or 0.025 critical probability benchmark of the study. This necessitated the acceptance of the hypothesis "*Human Resource Management practices negatively enhance motivation of employees towards high performance in Nigeria*".

4.4.2 Vitafoam Ind. Nig Ltd

Table 4.4 Least Square Regression

Dependent Variable: WORKPERF				
Included observations: 45				
Variables	Coefficients	Std. Error	t-Statistic	Prob.
C	16.692	6.571	2.540	0.015
RS	4.100	0.139	2.094	0.770
MF	12.004	0.478	2.060	0.000
EM	7.090	0.107	7.410	0.000
MP	2.040	0.119	2.002	0.518
		SUM OF SQUARES	DF	
	Regression	0.501	4	
	Residual	24.743	40	
	Total	25.244	44	
R-SQUARE	0.800			
F-statistic	20.369			
Prob. (F-statistic)	0.003			

From table 4.4 above, the model for the relationship is stated below as follows:

Model 4.3

$$\text{Workperf} = 16.692 + 4.100 + 12.004 + 7.090 + 2.040$$

Note P values are: (0.077) (0.196) (0.143) (0.041)

4.4.2.1 Test of Significance of Reward System (RS) Variable

The result of the least square in table 4.4 above showed that in a two-tailed test, the probability value of reward system is 0.770, is greater than the 5% or 0.025 critical probability benchmark of the study. This necessitated the acceptance of the hypothesis “*Employees reward system negatively affects the promotion of organizational performance in Nigeria*”. Moreover, the analysis showed that a direct relationship exists between reward system and workers’ performance (WORKPERF) in line with the *a priori* expectation. It also revealed that a unit change in reward system will cause the workers’ performance to change by 4.100 units.

4.4.2.2 Test of Significance of motivational factors (MF) Variable

The relationship between motivational factors and workers’ performance as tabulated in 4.4 above confirmed that a direct (positive) relationship is found between motivational factors and workers’ performance. That means that a unit increase in motivational factors will increase the workers’ performance by 12.004 units. In addition to this, the probability value of motivational factors at 0.0000 (0.00000%) is less than the critical probability value of 0.01. We therefore nullify the hypothesis that “*motivational factors negatively lead to high performance of employees of Nigerian organizations*”, and conclude that *motivational factors can lead to high performance of employees of Nigerian organizations*”, thus motivational factors has a significant effect on workers’ performance.

4.4.2.3 Test of Relationship between motivation of employees and performance in Nigerian organizations (EM) Variable

With reference to the table 4.4 and model 4.3 above proved that motivation of employees (EM) has a direct relationship with workers' performance (WORKPERF). This result is arrived at given that the probability value of the variable which is 0.000 is less than the 5% or 0.025 significance level standard. Thus we reject the hypothesis that *"there is negative relationship between employee motivation and worker performance in Nigerian organizations"*. And conclude that *"there is a relationship between employee motivation and workers' performance in Nigerian organizations"*. Furthermore, it was also evidenced in the model that a unit increase in worker motivation caused a rise in workers' performance by 7.090 units.

4.4.2.4 Test of Significance of management practice (MP) Variable

The coefficient of the proxy as shown in table 4.4 and equation 4.3 above is positive in line with the theoretical expectation of the study. Quantitatively, it represents that a unit increase in good management practice will grow workers' performance by 2.040 units. On the other hand, the analysis showed that good practice by management has no significant effect on workers' performance. Secondly, the result of the least square in table 4.4 above showed that in a two-tailed test, the probability value of good human resource management practice is 0.518, which is greater than the 5% or 0.025 critical probability benchmark of the study. The hypothesis that *"Human Resource Management practices negatively enhance motivation of employees towards high performance in Nigeria"*, is therefore accepted.

4.4.3 TONIMAS Nig Ltd

Table 4.5 Least Square Analysis

Dependent Variable: WORKPERF				
Included observations: 39				
Variables	Coefficients	Std. Error	t-Statistic	Prob.
C	19.733	4.656	4.238	0.000
RS	13.090	0.158	0.879	0.686
MF	15.310	0.225	6.830	0.000
EM	2.300	0.173	1.400	0.894
MP	20.002	0.186	8.401	0.000
		SUM OF SQUARES	DF	
	Regression	1.461	4	
	Residual	22.129	34	
	Total	23.590	38	
R-SQUARE	0.802			
F-statistic	56.056			
Prob. (F-statistic)	0.000			

From table 4.5 above, the model for the relationship is stated below as follows:

Model 4.4

Workperf = 19.733 + 13.090 + 15.310 + 2.300 + 20.002

Note P values are: (0.086) (0.199) (0.094) (0.186)

4.4.3.1 Test of Significance of Reward System (RS) Variable

The result of the least square in table 4.5 above showed that in a two-tailed test, the probability value of reward system is 0.686, which is greater than the 5% or 0.025 critical probability benchmark of the study. This necessitated the acceptance of the hypothesis "*Employees reward system negatively affects the promotion organizational performance in Nigeria*". Moreover, the analysis showed that direct relationship exists between reward system and workers' performance (WORKPERF) in line with the *a priori* expectation. It further revealed that a unit change in reward system will cause the workers' performance to change by 13.090 units.

4.4.3.2 Test of Significance of motivational factors (MF) Variable

The relationship between motivational factors and workers' performance as tabulated in 4.5 above confirmed that a direct (positive) relationship is found between motivational factors and workers' performance. That implies that a unit increase in motivational factors will increase the workers' performance by 15.310 units. In addition to this, the probability value of motivational factors at 0.0000 (0.00000%) is less than the critical probability value of 0.01. We therefore nullify the hypothesis that "*motivational factors negatively lead to high performance of employees of Nigerian organizations*", and conclude that *motivational factors can lead to high performance of employees of Nigerian organizations*", thus motivational factors has a significant effect on workers' performance.

4.4.3.3 Test of Relationship between motivation of employees and performance in Nigerian organizations (EM) Variable

With reference to the table 4.5 and model 4.4 above proved that motivation of employees (EM) has a direct relationship with workers' performance (WORKPERF). This result is arrived at given that the probability value of the variable which is 0.894 is greater than the 5% or 0.025 significance level standard. Thus we accept the hypothesis that "*there is negative relationship between employee motivation and worker performance in Nigerian organizations*". Furthermore, it was also evidenced in the model that a unit increase in worker motivation caused a rise in workers' performance by 2.300 units.

4.4.3.4 Test of Significance of management practice (MP) Variable

The coefficient of the proxy as shown in table 4.5 and equation 4.4 above is positive in line with the theoretical expectation of the study. Quantitatively, it represents that a unit increase in good management practice will grow workers' performance by 20.002 units. On the other hand, the analysis clearly showed that good practice by management has a significant effect on workers' performance. This decision is arrived at since the 1% critical probability value (0.000) is less than the 0.005% probability value of the variable. The hypothesis that "*Human Resource Management practices negatively enhance motivation of employees towards high performance in Nigeria*", is therefore rejected with the conclusion that "*Human Resource management practices can enhance motivation of employees towards high performance in Nigeria*".

4.4.4 Aba Malting Plant

Table 4.6 Least Square Regression

Dependent Variable: WORKPERF				
Included observations: 40				
Variables	Coefficients	Std. Error	t-Statistic	Prob.
C	16.266	4.525	3.595	0.001
RS	13.003	0.159	2.801	0.000
MF	14.201	0.292	4.807	0.000
EM	6.020	0.115	1.535	0.536
MP	4.003	0.148	0.021	0.984
		SUM OF SQUARES	DF	
	Regression	0.378	4	
	Residual	23.397	35	
	Total	23.775	39	
R-SQUARE	0.810			
F-statistic	74.019			
Prob. (F-statistic)	0.000			

From table 4.6 above, the model for the relationship is stated below as follows:

Model 4.5

$$\text{Workperf} = 16.266 + 13.003 + 14.201 + 6.020 + 4.003$$

P values are: (0.186) (0.126) (0.000) (0.004)

4.4.4.1 Test of Significance of Reward System (RS) Variable

The result of the least square in table 4.6 above showed that in a two-tailed test, the probability value of reward system is 0.000 (0.000), is less than the 1% critical probability benchmark. This necessitated the rejection of the hypothesis “*Employees reward system negatively affects the promotion organizational performance in Nigeria*”, and conclusion that *Employee reward system can promote organizational performance in Nigeria*. Moreover, the analysis showed that direct relationship exists between reward system and workers’ performance (WORKPERF) in line with the *a priori* expectation. It further revealed that a unit change in reward system will cause the workers’ performance to change by 13.003 units.

4.4.4.2 Test of Significance of motivational factors (MF) Variable

The relationship between motivational factors and workers’ performance as tabulated in 4.6 above confirmed that a direct (positive) relationship is found between motivational factors and workers’ performance. That means that a unit increase in motivational factors will increase the workers’ performance by 14.201 units. In addition to this, the probability value of motivational factors at 0.0000 (0.00000%) is less than the critical probability value of 0.01. We therefore nullify the hypothesis that “*motivational factors negatively lead to high performance of employees of Nigerian organizations*”, and conclude that *motivational factors can lead to high performance of*

employees of Nigerian organizations”, thus motivational factors has a significant effect on workers’ performance.

4.4.4.3 Test of Relationship between motivation of employees and performance in Nigerian organizations (EM) Variable

With reference to the table 4.6 and model 4.5 above proved that motivation of employees (EM) has a direct relationship with workers’ performance (WORKPERF). This result is arrived at given that the probability value of the variable which is 0.536 is greater than the 5% or 0.025 significance level standard. Thus we accept the hypothesis that “*there is negative relationship between employee motivation and worker performance in Nigerian organizations*”. Furthermore, it was also evidenced in the model that a unit increase in worker motivation caused a rise in workers’ performance by 6.020 units.

4.4.4.4 Test of Significance of management practice (MP) Variable

The coefficient of the proxy as shown in table 4.6 and equation 4.5 above is positive in line with the theoretical expectation of the study. Quantitatively, it represents that a unit increase in good management practice will grow workers’ performance by 4.003 units. On the other hand, the analysis clearly showed that good practice by management does not have a significant effect on workers’ performance. This decision is arrived at due to the fact that the probability value of 0.984 is greater than the 5% or 0.025 critical probability benchmark of the study. The hypothesis that “*Human Resource Management practices negatively enhance motivation of employees towards high performance in Nigeria*”, is therefore accepted.

4.4.5 Planet Oil

Table 4.7 Least Square Regression

Dependent Variable: WORKPERF				
Included observations: 35				
Variables	Coefficients	Std. Error	t-Statistic	Prob.
C	19.222	4.854	3.960	0.000
RS	12.030	0.189	1.653	0.528
MF	12.162	0.258	8.604	0.000
EM	7.040	0.139	1.350	0.600
MP	10.103	0.195	6.002	0.000
		SUM OF SQUARES	DF	
	Regression	1.167	4	
	Residual	22.433	30	
	Total	23.600	34	
R-SQUARE	0.872			
F-statistic	69.904			
Prob. (F-statistic)	0.000			

From table 4.7 above, the model for the relationship is stated below as follows:

Model 4.6

Workperf: $19.222 + 12.030 + 12162 + 7.047 + 10.103$

P values are: (0.052) (0.166) (0.000) (0.198)

4.4.5.1 Test of Significance of Reward System (RS) Variable

The result of the least square in table 4.7 above showed that in a two-tailed test, the probability value of reward system is 0.528 and is greater than the 5% or 0.025 critical probability benchmark of the study. This necessitated the acceptance of the hypothesis "*Employees reward system negatively affects the promotion organizational performance in Nigeria*". Moreover, the analysis showed that direct relationship exists between reward system and workers' performance (WORKPERF) in line with the *a priori* expectation. It further revealed that a unit change in reward system will cause the workers' performance to change by 12.030 units.

4.4.5.2 Test of Significance of motivational factors (MF) Variable

The relationship between motivational factors and workers' performance as tabulated in 4.7 above confirmed that a direct (positive) relationship is found between motivational factors and workers' performance. That means that a unit increase in motivational factors will increase the workers' performance by 12.162 units. In addition to this, the probability value of motivational factors at 0.0000 (0.00000%) is less than the critical probability value of 0.01. We therefore nullify the hypothesis that "*motivational factors negatively lead to high performance of employees of Nigerian organizations*", and conclude that *motivational factors can lead to high performance of employees of Nigerian organizations*", thus motivational factors has a significant effect on workers' performance.

4.4.5.3 Test of Relationship between motivation of employees and performance in Nigerian organizations (EM) Variable

With reference to the table 4.7 and model 4.6 above proved that motivation of employees (EM) has a direct relationship with workers' performance (WORKPERF). This result is arrived at given that the probability value of the variable which is 0.600 is greater than the 5% or 0.025 significance level standard. Thus we accept the hypothesis that "*there is negative relationship between employee motivation and worker performance in Nigerian organizations*". Furthermore, it was also evidenced in the model that a unit increase in worker motivation caused a rise in workers' performance by 7.040 units.

4.4.5.4 Test of Significance of management practice (MP) Variable

The coefficient of the proxy as shown in table 4.7 and equation 4.6 above is positive in line with the theoretical expectation of the study. Quantitatively, it represents that a unit increase in good management practice will grow workers' performance by 10.103 units. On the other hand, the analysis clearly showed that good practice by management has a significant effect on workers' performance. This decision is arrived at since the 1% critical probability value (0.000) is less than the 0.005% probability value of the variable. The hypothesis that "*Human Resource Management practices negatively enhance motivation of employees towards high performance in Nigeria*", is therefore rejected with the conclusion that "*Human Resource management practices can enhance motivation of employees towards high performance in Nigeria*".

4.5 Discussion of Results

The co-efficient of determination (R^2) is 0.904 indicates that there is a very strong positive linear relationship between the dependent variable and the explanatory variables. It also shows that 90.4% of the variation in workers' performance (WORKPERF) is explained by the explanatory variables for the period under consideration. The remaining 9.6% variation in the workers' performance (WORKPERF) is explained by other exogenous variables that are excluded in the models (error term). This implies that the coefficients are high as 90.4%. Therefore the model is good fit as only less than 9.6% of systematic variation is left unaccounted for. Also, a look at the adjusted R-squared value of 89% indicates that after removing the effect of insignificant regressors (explanatory variable), about 89% variation in the workers' performance (WORKPERF) is still accounted for by the explanatory variables. Therefore, the model is robust and possesses goodness of fit.

5. CONCLUSION

Managers become very frustrated with employee performance problems, but often don't take time to do "detective work" on the cause. Before talking with someone about a performance issue, give some thought to possible reasons for the problem.

And here's a key point to consider: as the manager, you may inadvertently be contributing to the situation. Every job is the responsibility of two people: the employee, who is accountable for producing desired results, and the manager, who creates the environment in which the employee works. When confronted with a performance issue, the questions below may help you sort things out.

Therefore, organizations need to concentrate on performance management- using a variety of human resources management (HRM) tools such as: performance appraisals, rewarding, continuous education, and career development etc [Martinez 2001) because performance management is an approach which can influence satisfiers.

However, in organizations, performance management in resource-poor settings is often underdeveloped because these sectors usually focus only on supervision or other certain aspect of performance management. (Martinez J, Martineau T. 2001; Fort AL, Voltero L.2004; Trap B, et al., 2001)

5.1. Job characteristics model

The job characteristics Model (JCM), as designed by Hackman and Oldham attempts to use job design to improve employee motivation. They show that any job can be described in terms of five key job characteristics:

1. *Skill variety* – the degree to which the job requires the use of different skills and talents
2. *Task identity* – the degree to which the job has contributed to a clearly identifiable larger project

3. *Task significance* – the degree to which the job affects the lives or work of other people
4. *Autonomy* – the degree to which the worker has independence, freedom and discretion in carrying out the job
5. *Task feedback* – the degree to which the worker is provided with clear, specific, detailed, *actionable* information about the effectiveness of his or her job performance

The JCM links the core job dimensions listed above to critical psychological states which results in desired personal and work outcomes. This forms the basis of this 'employee growth-need strength.' The core dimensions listed above can be combined into a single predictive index, called the *motivating potential score*.

Jobs high in motivating potential must be high on both Autonomy and Feedback, and also must be high on at least one of the three factors that lead to experienced meaningfulness. If a job has a high MPS, the job characteristics model predicts motivation, performance and job satisfaction will be positively affected and the likelihood of negative outcomes, such as absenteeism and turnover, will be reduced.

6. Recommendations

Empirical research suggests that “those holding effort attributions tend to exhibit more positive learning behaviors, such as goal-setting that focuses on learning rather than performance, use of strategies, and persistent at difficult or challenging tasks” (McKenna, 2000; Millins, 2005; Kovach, 2007; Lindner, 2008). Therefore, organizations should frame successful performance in terms of ability rather than effort because success communicates positive information about competency to workers.

The findings of this study therefore bring to the fore the need for the following recommendations:

- i. Management of organizations should improve on their reward system with a view to promoting performance of workers,
- ii. Management should make maximum use of the various motivational factors available to them for high performance of employees.
- iii. Management should have proper understanding of the relationship between motivation and employee performance for effectiveness and efficiency.
- iv. Good human resources management practices must be in place to enhance motivation of employees towards high performance in Nigerian organizations.
- v. There should be more emphasis placed on the use of training programmes as a motivation factor alongside monetary reward and good leadership style.
- vi. In the same vein, good welfare packages should be put in place in order to encourage workers to perform better.

7. Areas for Further Study

The limitation is being considered in relation to the natural explanation to which the researcher has limited the study and the active choices to limit the study area that is financial motivation as a determinant of performance. In this study we have considered limitation in line with the research objective. We believe that with the changing nature of the work force, recent trends in development, information and technology, the issue of financial motivation becomes important as one of the most important assets in an organization.

This study is limited to existing theories and models, and their influence and limitation on performance enhancement. By considering the financial and non-financial aspect of motivation on employees' performance and relating them to existing theories and models, further research efforts could expand the frontiers of the existing body of knowledge in this area.

Current research efforts focus on the extraneous forces surrounding organizations in terms of competition. This research considers the inside forces as a starting point. Ideally, a study of all the explanatory variables outside the organizations will be considered appropriate in order to capture the interactive influences of other variables thereby coming up with holistic and generally more acceptable results of financial motivation and performance.

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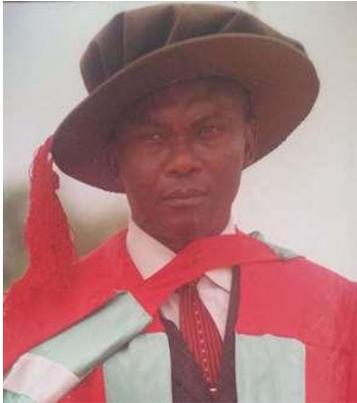
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