

An Explicandun of Motivation and Employee Productivity In Idemili North Local Government System Of Anambra State (2014 – 2019)

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Abstract: *The study focused on motivation and employee productivity in Idemili North Local Government Area of Anambra State. The main objective of the study is to examine the effect of motivation on employee productivity in Idemili North L.G.A using a structured questionnaire and interview tools administered on 179 staff. The study anchored on Abraham M'aslow's Hierarchy of Needs Theory (1954). The population of the study is 325 people derived from the seven departments of the local government under study. The researcher used Taro Yamane formula to determine the sample size of the study. During analysis of data chi-square was used in generating the result. The findings of the study revealed that motivation affects the quality of services rendered in Idemili North L.G.A of Anambra State and that Motivation affects employee Job Satisfaction. Also motivation has a significant positive effect on employee productivity. Additionally, the effect of motivation on organizational commitment is positive and statistically significant. The study therefore, recommends that the management of Idemili North L.G.A of Anambra State should adequately motivate their staff to ensure maximum productivity.*

Keyword: Employee Cooperation, Employee Productivity, LGA, Motivation, Organizational Commitment

Background to the Study

Employees are the heart of any organization. For any organization to operate smoothly and without any interruption, employee cooperation cannot be replaced with anything else. It is of utmost importance that the employees of any organization not only have a good relationship with, top management, but also they maintain a healthy professional relationship with their coworker.

Organizations across the globe are set up to attain specific goals and the achievement of such mandates to a large extent requires effective deployment and utilization of factors of production such as capital, land, materials, finance, labour, time, etc. Among the factors of production, labour (employee) has been generally recognized as the highly prized asset of any organization because it is the human component which plans, organizes, co-ordinates and puts other factors of production into effective use for the attainment of organizational set goals. The obvious strategic position of employees in any organization makes it imperative that they should be effectively and efficiently compensated. for their labour (LJde & Coker, 2012).

This is true because the realization of organizational goals could be effort in futility without committed efforts of employees in the workplace. It is along this sense that Drucker (1974) as cited in Abah and Nwokwu (2016, p.30) believes that the work of management should be to make people productive in order to attain optimum performance and compete favourably in the global stage through proper incentive schemes. Thus, labour as a factor of production deserves wages and other incentives as morale boosters for efficient performance which translates to organizational productivity. The strategy for boosting workers' morale is technically termed motivation. Motivation has been conceived as a vital tool for turning on the workers to give their best willingly and enthusiastically towards actualization of organizational goals while at the same time achieving job satisfaction. In other words, strengthening of workplace motivation is a powerful force for employees to achieve set goals. It elicits worker's full participation and commitment to ensure that success is attained in the workplace. Rainey (2013) sees motivation as "the degree to which a person is moved or aroused to act." Greenberg & Baron, 2003; Robbins and Judge,

Adi (2000) says that, workplace motivation has been extended to employees in several forms via good training (capacity building) poli.ci.es, promotion, salary increment, personnel recognition, favourable work conditions, incentives such as bonuses, leave allowances, etc geared towards addressing the varied needs of the workforce for enhanced productivity. Thus, any manager that intends to succeed, in attainment of organizational set goals must be able to incorporate the individual needs of workers into the overall organizational, goals. This to a large extent elicits workers' commitment and resolve to ensure success of the organization.

It is noteworthy that individual .worker's needs always change and differ considerably from others and the ability of the management to apply appropriate motivational schemes to meet each worker's needs will go a long way to enhance organizational performance. Thus, an employee can be sufficiently satisfied with his job when his problems, needs and aspirations are identified and possible solutions given by the management to satisfy them. These needs arise as a result of numerous responsibilities that an employee shoulders in the society which urge him to act in a certain, manner geared towards

satisfying them. It has been generally recognized that for productivity to rise and efficiency to be attained in an organization, adequate attention has to be turned to the area of motivation as a prime factor. Instructively, Campbell and Richard (1980), came up with the following assumptions about human behaviour: (1) that all human behaviour has a course which can be traced to the effect of environment; (2) that the root of human behaviour is also traceable to needs, wants and motives; (3) that human behaviour is goal oriented., people would release their effort in the direction they believe will help to satisfy their personal needs. If any organization can make the best out of the workforce, it should be interested in aligning employees' and organizational interests so that the emerging behaviour results in the attainment of employees' wants simultaneously with achievement of organizational set objectives (Flippo, 2015).

Human motivation is multifaceted. It cut across various drives, desires, needs, wishes and other forces; motivation is a dynamic force setting a person into motion or action. The word, motivation is derived from motive which is an active form of desire, craving or need, which must be satisfied. According to Macmillan English dictionary, new edition (2007), motivation is a feeling of enthusiasm or interest that makes you determined to do something. Understanding peoples motivation is a complex business in which several inter related factors are at work. What may be a motivator for a person may certainly not be for the other. Some staff are motivated by challenges, others by financial incentives, while others could be by work environment. Workers needs are both diverse and multidimensional.

Nnabuike (2009) define motivation as the internal or external driving force that produces the willingness to perform an act to a conclusive end. This first aspect of motivation we choose to describe as internal motivation because the driving force comes from within an individual. The second aspect is external motivation, is applied by the organization. This is because employees are motivated to identify with organization in order to satisfy their varied and variegates needs and desires. Until they have been identified and properly satisfied, they will never cease to impede smooth running of the organizations. However, one of the biggest problems feeling managers in the organizations is how best to get employees committed to their work and put in their best towards the accomplishment of organization's objectives. Thus, motivation is concerned with why people do what they do. It answers such questions as why do managers or worker go to work and do a good job. It is the primary task of the manager to create and maintain an environment in which employees can work efficiently and realize the objectives of the organization. Employees differ not only in their ability to work, but also in their will to do so (motivation). To motivate is to induce, persuade, stimulate, even compel an employees to act in a manner which fulfilled the objectives of an organization. The motivation of employees depends on the strength of their motives. Motives are need, wants, desire, or impulses within the individual and these determine human behaviour. Therefore, motivation is the process of arousing behaviour, sustaining behaviour progress, and channeling behaviour into a specific course of action. Thus, motives (needs, desire) induce employees to act. Motivation therefore is the inner state that energises people, channels and sustains human behaviour. Since it has been established that all behaviour except involuntary responses are goals directed, managers can apply motivational theories of management in their attempt to direct the job behaviour of employees towards the goal of their establishment.

Every organization and business Wants to be successful and have desire to get consent progress. The current era is highly competitive and organizations regardless of size, technology and market focus are facing employee retention challenges. To overcome these restraints, a strong and positive relationship and bonding should be created and maintained between employees-and their organizations, because human resource or employees of any organization are the most central parts so they need to be influenced and persuaded towards task fulfillments. For achieving prosperity, organizations design different strategies to compete with the competitors and for increasing the performance of the organizations. A very few organization believe that the human personnel and employees of any organization have its main assets to which can lead them to success or if not focused well to decline. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organization, As a result of the damages, the decline of productivity leading to crippled, service delivery in all sectors of the economy, that the researcher wishes to carry out research on the extent to which motivation affects the quality of services delivered by an employee and. also to which extent it affects employee job satisfaction.

Objectives of the Study

The broad objective of the study is to examine the effect of motivation on employee productivity in Idemili North LGA of Anambra State. The specific objectives of the study include:

1. To examine the extent to which motivation affects the quality of services delivered by the employees of Idemili North L.G.A of Anambra State.
2. To ascertain the extent to which motivation affects employee job satisfaction in Idemili North LGA. of Anambra State. '

Research Questions

To facilitate the examination of problems of the study, the following two research questions will help to achieve the objectives of the study.

1. To what extent has motivation affected the quality of services delivered by the employees of Idemili North L.G.A of

Anambra State?

2. To what extent has motivation affected employee job satisfaction in Idemili North LGA of Anambra State?

Conceptual Clarification

Motivation

Motivation, as a process, started with a need in human being which creates a vacuum in a person. In an attempt to fill the vacuum, an internal driving force is generated which starts and sustains a chain of action and reaction. The term motivation is derived from the Latin word 'moovere' which means "to move". For instance, those factors such as abilities, skills, pay, praise, promotion, etc that 'trigger' workers to put more sustained effort for achievement of both individual and organizational goals are motivational factors/techniques.

Motivation is a very complex and fluid concept• as several management scholars has given several definitions of motivation. Motivation is a common concept covering all the factors that initiate, direct, and organize the behaviour of the individual and determine the intensity and persistence of that behavior towards goal attainment. Motivation is such a scheme which is applied to inspire, increase stamina and work ability by mentally conciliating the employees or workers to their work or job in a organization. In brief, Motivation is something which inspires one to work self-motentionally.

Nnabuike (2009) define motivation as the internal or external driving force that produces the willingness to perform an act to a conclusive end. From this definition, the first aspect of motivation we choose to describe as internal motivation because the driving force comes from within an individual. The second aspect is external motivation, is applied by the organization. This is because employees are motivated to identify with organization in order to satisfy their varied and variegates needs and desires. Until they have been identified and properly satisfied, they will never cease to impede smooth running of the organizations.

According to Lakin (2001), motivation is the willful desire to direct one's behaviour towards goals. The three key elements in this definition are willful desire, (person's choice) behaviour and goal - directed purpose of behaviour. James and Stoner (2009) Suggested that motivation can be seen as those psychological characteristics of humans that contribute to an individual's level of commitment towards a goal. It comprises several elements that causes, directs, and sustains an individual's behaviour in a specific way. He went further to say that motivation is one of the elements that affect an organization's productivity and performance levels respectively.

Jennifer and George (2006) defined motivation as a mental force that governs the direction of an individual's behaviour in an organization, an individual's level of effort, and an individual's level of determination when faced with obstacles. In addition, she stated that even with appropriate strategies and administrative structures in place, an organization can only be productive if its employees are sufficiently motivated to perform at higher levels.

Obikeze (2005) viewed motivation as the process of guiding an employee's actions towards a particular end via the manipulation of rewards. George and Jones (2012) termed motivation as self- induced forces that control the directions and behavioural patterns of the workforce in an organization taking into account their levels of commitment and enthusiasm towards the successful accomplishment of set goals, Quay, Chanal, Ratelle, Marsh, Larose and Boivin (2010) argued that motivation deals with "the motives underlying behaviours". In addition, Broussard and Garrison (2004) defined motivation simply as "those elements that pushes an individual to act or not to act".

Davies (2005) suggested that the concept of motivation entails what goes on inside a person that results certain behaviours. As regards organizations, he stresses that an absence of motivation is reason enough for a worker not to attain gratification from the work. Furthermore, Koontz (2008) argued that motivation as a term is applicable to the drive, yearnings, needs and wishes of a person. From the above definitions it can be said that motivation as a whole, is more or less fundamentally concerned with those forces or elements that triggers certain human actions or behaviours. It can also be deduced that creating a work place environment in which adequate motivation is sustained has a positive impact on employee performance. This is because employee motivation is the core of the field of an organization's behaviour and a high level of motivation encourages employees to be highly productive and perform better at their jobs. However, creating such an environment still poses a challenge to managers and organizations as a whole. This problem may be-based on the fact that an organization's productivity levels increase as the level of employee motivation rises. Adams and Jacobson (2006) posit that motivation has to do with available conditions that are responsible for changes in the magnitude, quality and direction of behaviour. George and Jones (2012) stated that motivation is the internal processes that activates, guides and maintains behaviour (especially goal directed behaviour). Anwar et al (2012). described motivation as the state or condition of being induced to do something. It focuses on the whys of behavioural patterns chosen by individuals to" achieve an objective.

Buchanan and Huezniski (2004) defined motivation as the cognitive decision-making process through which goal directed behaviour is initiated, energized and maintained. Thus, motivation starts with need, deficiency - a realization that an individual or a worker has some unsatisfied needs and aspirations which he or she intends to meet. This need deficiency creates tension in the worker and urges him to act in certain manner towards the satisfaction of those needs. The achievement of the desired needs and aspirations gives the individual a sense of fulfillment or satisfaction which translates to high performance and productivity. Employees differ not only in their ability to work but also in their will to do so (motivation). As a result, one of the biggest problems facing managers in various organizations is how best to get employees committed to their work and put in their best towards the accomplishment of organization's objectives. To motivate is to induce, persuade, stimulate, even compel an employees to act in a manner which, fulfilled the objectives of an organization. Considering the fact that the performance of employees makes or mars an organization, it is important to find a variety of methods of motivating employees.

Employee Productivity

Employee productivity is one of the important management topics that received significant research attentions from several scholars and considered as a primary mechanism to enhance organizational success. In the recent years, the word productivity has gained popularity in *the* business world. The problem of scarcity has a deep rooted impact on the economies of each and every business unit. Almost all organizations, either reactively or proactively, have become serious on their productivity. Moreover, in today's world of cut-throat competition, every organization is striving hard to have an. upper edge over their competitors. The organizations have realized that enhancing their productivity goes a long way in success of their business operations and thus productivity has become a matter of great concern amongst them. "Productivity is an average measure of the efficiency of production. Productivity is a ratio of production output to what is required to produce it (inputs of capital, labor, land, energy, materials, etc.). Productivity is the ratio of output or production capacity of the workers in an organization. The ultimate essence of motivating employees is to meliorate productivity. An effective employee is a combination of a good skill set and a productive work environment. Employee productivity (sometimes referred to as workforce productivity) is an assessment of the efficiency of a worker or group of workers. Productivity may be evaluated in terms of the output of an employee in a specific period of time.

Glen (2014) stated that the manufacturing " sector is an ever changing beast and every year, die industry is faced with fresh challenges. The author stated that virtually all media houses constantly report the closure of industrial units, labour disputes between employers and their employees or reductions in the labour force due to recession, and other economic dynamics. As a result, the image of manufacturing industries have been marred by low wages, high labour turnover, inadequate working conditions, poor performance and productivity (Githinji, 2014).

Productivity can be referred to as the quantity of work that is attained in a unit of time by means of the factors of production. These factors include technology, capital, entrepreneurship, land and labour. It is the link between inputs and outputs and increases when an increase in output occurs with a lesser than comparative increase in input. It also occurs when equal amount of output is generated using fewer inputs (ILO, 2005).

Bhatti and Qureshi (2007) were of the perspective that productivity can be seen as a measure of performance that encompasses both efficiency and effectiveness. It can also be referred to as the ratio of output or production capacity of the workers in an organization. It is the correlation that exists between the quantity of inputs and outputs from a clearly defined, process. The performance of a business which determines its continued existence and development is largely dependent on the degree of productivity of its workers.

Yesufu (2000) stated that the prosperity of a nation as well as social and economic welfare of its citizens is determined by the level of effectiveness and efficiency of its various sub components. Productivity is a total measure of the efficiency or capacity to transform inputs that is raw materials into finished products or services. More precisely, productivity is a measure that indicates how well essential resources are used to accomplish specified objectives in terms of quantity and quality within a given time frame. It is suitable when measuring the actual output produced compared to the input of resources, taking time into consideration. Hence, productivity ratios indicate the. extent at which organizational resources are effectively and efficiently used to produce desired outputs. Efficiency takes into account the time and resources required to execute a given task. Therefore, it can be concluded that effectiveness and efficiency are significant predictors of productivity.

However, Jennifer and George (2006) Argued that the performance of workers contribute directly to an organization's level of effectiveness, efficiency and even towards the achievement of administrative goals. It also stated that a corporation's failure to certify that its workers are motivated has a negative influence on its organizational effectiveness and efficiency thereby affecting employee's productivity levels concerning expected goals and objectives. According to Antomioni (1999) a worker's level of productivity is reliant on the extent at which workers believe that certain motivational desires will be fulfilled stating that workers become demoralized as such less productive once they perceive that their desires can't be met or gratified. Mathis and John (2003) suggested that productivity refers to a measure of the quantity and quality of work done, bearing in mind the cost of capital used. The greater the level of organizational

productivity, the greater the competitive edge; this is because, the costs associated with the production of goods and services are lesser. Better productivity ratios does not automatically mean that more output is manufactured; it could also mean that less workers or less financial resources and time were utilized in producing the similar output. McNamara (2003) stated that productivity may be denoted in form of quality, quantity, time and cost. He also stated that evaluating productivity has to with measuring the length of time it takes an average employee to produce a specified level of output. Although measuring productivity may seem difficult, it is however very significant since it directly affects organizational profitability.

Brady (2000) claimed that none of the resources utilized for production in the workplace are so thoroughly examined as the human capital. Most of the activities carried out in HR Systems are intended to influence worker or organizational productivity. Compensation, evaluation systems, training and development, recruitment, job characteristics are HR responsibilities directly aimed at productivity. Bemardin (2007) clearly stated that the importance of motivational factors cannot be underestimated by an organization in increasing the productivity levels of a workforce especially when trying to gain competitive advantage. He also stated that productivity may be hard to measure, but it can be evaluated in terms of effectiveness and efficiency of workers. In general, effectiveness is referred to as the degree to which set objectives are accomplished and policies achieve what they were designed to achieve. It focuses on affecting the purpose that is achieving the required or projected results. A programme or service is said to be effective if such a programme is able to accomplish set objectives or estimated outcomes. As regards workers, it is a measure of how well workers productivity levels, meet set goals and objectives of the organization (Yesufu, 2000).

Therefore an employee is said to be effective when he/she is able to achieve desired results in line with organizational goals and objectives. Efficiency on the other hand is productivity of estimated effects; specifically productivity without any form of waste. This has to do with workers abilities to work productively with minimum waste in terms of energy, time and cost. Efficiency is more or less a contrast between the use of inputs in a clearly defined process and generated outputs. For instance, given a specified number of input or resources, a decision-making entity be it individual, corporate, administrative institution, or a state realizes a level of output considered to be the maximum achievable based on the present conditions, then such an entity is assumed to be efficient. However, if it generates lesser than what it is estimated to generate, it is said to be inefficient. As such, efficiency stems from the correlation between inputs and outputs, and is referred to basically as the degree to which outputs are produced while minimizing manufacturing costs (Harris, 2001).

The Nexus between Motivation and Employee Service Delivery

Generally, studies conducted on the impact of motivation as it relates to workplace productivity have drawn significant attention in the aspect of management; however, it has been basically disregarded by most establishments. This may be due to the fact that the concept of motivation, is complex and relative in the sense that what may appeal to an individual may not appeal to another (Reilly, 2003). Most organizations through the use of incentives seek out ways to motivate their work force. These incentives could be in form of good working conditions, work environment and compensation amongst others. Incentives are regarded as variable payments (monetary and non-monetary) made to workers or a team of workers based on the quantity of output or results attained. On the other hand, it can be seen as payments made with the purpose of stimulating workers' performance and productivity levels towards achieving greater objectives (Banjoko, 2006).

Incentives can also be described as any compensation with the exception of basic wages or salaries that vary based on the capacity of the workforce to attain certain standards, such as predetermined procedures and stated organizational goals and objectives (Martocchio, 2006). Therefore, one can conclude that there is a link between motivation and productivity; this is due to the fact that a lack of motivation leads to a decrease in productivity and vice versa. Also, previous studies has revealed that at various points in time, low productivity levels have been documented in virtually all establishments be it government, or private sectors in Nigeria (Mbogu, 2001; Ezulike, 2001; Iheriohanma, 2006); also conclusions from further studies show that low levels of productivity can be elevated if workers are provided with adequate motivation which may or may not be financial (Tongo, 2005).

In terms of productivity, members of a workforce may vary in terms of how much value they bring to the organization, which is certainly not limited to the activities they perform but also how well they perform such activities; generally organizational performance is largely dependent on the level of productivity of the workers and various departments that make up the organization. Therefore it is imperative that organizations fairly reward their workforce based on relative productivity and performance levels (Martocchio, 2006).

However, for workers to perform at higher levels, the organization has a crucial part to play in ensuring that it highly motivates the members of its workforce in order to attract, retain, and improve productivity levels of both workers and the organization as a whole (Reilly, 2003).

Motivation and Employee Job Satisfaction

Motivation and satisfaction are job related management constructs, which have so far more than any other management issue, observed to have created uncertainties with regards to their meanings and usages in managing people in work places. The instilling of satisfaction within workers is a crucial task of management. Satisfaction creates confidence, loyalty and ultimately improved quality in the output of the employed. Stretching this further, it could be observed that with regards to conceptualization and application-whether the two constructs can be used interchangeably or distinctively in organization and management have so far generated, as well as, created platforms for debates and controversies. It has also been observed, that the definitions and descriptions given to them, most especially by some popular industrial psychologists and other writers in management, do not on a face value, help in resolving the issues. For instance, many of these authors describe both management (job satisfaction and motivation) constructs as containing elements such as emotions, sentiments, attitudes, and perceptions of individuals and groups in workplaces, and yet, do not say categorically whether they are the same or distinct management phenomena. In what seems a corollary to the above observation, the notable authors and practitioners in the likes of Herzberg. F.; Maslow, A.; McClelland. D; and Adams, J., among others, tagged their studies motivation, yet, described them along the lines of job satisfaction. More precisely, Herzberg, as cited in Stello (2012), frames his study questionnaire solely on job satisfaction which he described as "feeling good".

As earlier observed in this study, this term was used to collect data on his job motivation studies. The ambiguity to the meaning and usage of these management constructs has created a big wedge to essential knowledge about them in organisation management, especially, among the Nigerian organisation managers. Instances abound about the usefulness of these constructs in employee resources and management.

On this, many organisation and management opinion leaders and writers such Getahum. Sims and Hummer (2006), Samuel (2008), Sarnuel and Chipunza (2009). Bahera, Sahoo and Sundaray (2012), Curran (2012), among others, have found out that job satisfaction and motivation have strong influence on employee decision on organisation commitment, citizenship behaviour, turnover intention, organisational related stress and burn-out syndromes, quarrelsomeness, disloyalty and disobedience, absenteeism, willful damage to equipments and machineries, and increased quality defects. All these, if not checked, would invariably become very serious human resource related problems to organisations and their managers. It then becomes necessary to clarify their status as management constructs with a view to mitigating the ambiguity surrounding them either as similes, and therefore, interchangeable or distinct and then separable. When this is successfully done, it is expected that the users would be more equipped with more assurances on their deployments in organisation management. Employees who are satisfied with their jobs and motivated by the company to succeed will also work to create more efficient job processes. Managers should meet at least monthly with employees to discuss the efficiency of their job duties and how they can be improved to increase productivity. The company that sets out to create a satisfying workplace will be privy to feedback from employees who would like to increase the level of job satisfaction they experience, resulting in open communication between management personnel and workers. Employees will want to maintain that satisfying work, environment, and they will regularly supply opinions and feedback that they feel is necessary to preserve the positive workplace atmosphere.

Empirical Literature

Various studies have examined the effect of extrinsic and intrinsic motivation on a workers' performance and productivity levels. Also most of these studies have obtained different results from their analysis. For instance, Rewards that an individual receives be it intrinsic or extrinsic are very essential in understanding the concept of motivation. Previous studies have proposed that rewards leads to fulfillment and can affect a worker' to be affected, which directly influences the performance as well as productivity levels of the employee. Lawler (2003) stated that certain elements affect worker's productivity levels in relation to their jobs. First, productivity is dependent on the amount of monetary or non-monetary benefits they actually receive as opposed to the amount they feel they deserve. Also, evaluating what other workers receive in comparison to their own affects their individual performances, while the worker's contentment with both intrinsic and extrinsic rewards acquired has an effect on overall work performance and productivity levels. Furthermore, workers vary largely in the rewards they crave and the degree of value they attribute to each reward. Finally, it is observed that extrinsic rewards tend to please workers more than intrinsic because they lead to the achievement of other rewards. As such, these observations propose the necessity for a diverse reward system.

The research carried out by Lin (2007) on the assessment of intrinsic and extrinsic motivation on employee productivity. The results gotten from the examination revealed that there was a significant correlation between extrinsic motivation and the productivity level of the workers, while that of intrinsic motivation was statistically less significant than extrinsic even though a correlation also existed between intrinsic- factors and workers' productivity levels. As a result, implications of the findings for future study were stated.

Jibowo (2007) in the study; motivation and workplace productivity amongst workers basically assumed the similar methods as (Herzberg, 2000). The study shows some supports for the impact of motivation on productivity. However more value was placed on extrinsic factors than intrinsic. Another research by Centres and Bugental (2007) also based their inquiry on Herzberg's two-factor theory of motivation, which divided job variables into several groups: hygiene factors and motivators. They

utilized a population of 692 participants to test the rationality of the theory on worker effectiveness and efficiency levels. It was revealed that at higher professional levels, motivators or Intrinsic job elements were more appreciated, while at lower occupational levels hygiene factors or extrinsic job elements were more appreciated. As a result, they concluded that organizations that fulfill both intrinsic and extrinsic elements influencing employees' behavior are able to gain the best out of them. Also Taylor and Vest (1992) investigated the effect of financial incentives and its removal on workers performance and productivity; it revealed that participants in the experimental group who received personal inducements performed better than those in the control group. Assam (2002) also examined the role of extrinsic and intrinsic motivation on productivity among Nigerian workers, it showed that using a sample of employees of high and low professional levels. The assumption that low income employees will be inherently motivated' and highly productive was not validated, and the assumption that higher incomes employees will place great values on intrinsic motivational elements than low income employees was also not validated. This explicitly illustrates the degree of value workers place on extrinsic motivational elements even in the absence of any significant change in motivational levels across various classes of employees in the organization. Baase (2009) perceived that poor compensation is linked to the profitability of an organization. Wage differences amongst high and low salary recipients was linked to the loss of morale, lack of commitment and low productivity. Also Nwachukwu (2004) attributed the decline in productivity levels of employees on some elements, amongst them is a company's failure to cater for the well-being of their staff, provide adequate compensation, training and career development, adequate working conditions, suitable working environment and failure to promote cordial relationships amongst co-workers, managers and their organizations which is very demoralizing to the workforce leading to reduced their levels of productivity. An investigation which is of importance to this research, is that carried out by (Lake. 2000). He Studied the relationship between motivation and job effectiveness of various workers taking into account their attitudes to the job in question, The study concluded that most workers placed more importance on extrinsic factors than intrinsic factors citing the need to satisfy other needs as major criteria for their choice. He also noted that majority of the research participants cited poor work environment, inadequate working conditions and a lack of resources as factors affecting worker efficiency levels in most organizations.

Also, in a similar research, (Akerlele, 2001) equated the comparative position of ten motivational tools such as pay, training, security, etc, considered external to the job, and other internal factors Like employee well-being, good relationships with managers, responsibility etc. among 80 employees of an organization. It was assumed that greater value will be put on internal rather than external job factors. However, findings failed to validate the assumption as it was revealed that two extrinsic factors sufficient compensation and job safety were rated as the most important tools. The above are practical works undertaken by various scholars in the area of motivation and productivity. Based on these empirical examinations and conclusions, one may possibly deduce that both intrinsic and extrinsic motivational factors are very essential in improving workers productivity levels in the workplace. As such, an individual's performance levels can be expected to result in higher productivity if the right motivational tools are put in place. However, the question is "to what extent can motivation be it extrinsic or intrinsic induce productivity levels taking into deliberation the arguments for and arguments against the fact that motivation as a concept is complex and relative to individuals.

Research Gap

Despite the increasing effects of motivation on employee productivity, there is still limited literature on its effect in developing countries (Ofori & Aryeetey 2011). This is because while a lot has been documented about the concept of motivation in advanced nations, most works related to motivation in areas concerning productivity in less industrialized nations are hardly found. In addition, it was observed that very little information was provided on intrinsic motivational factors such as relationship with co-workers and managers as it relates to productivity while excess information was provided with regards to extrinsic motivational factors.

The existing studies in this relation (Lawler 1968; Lin 2007, Centres & Bugental 2007; Nwachukwu 2004; Baase 2009; Akerlele 2001; Jibowo 2007; Taylor & Vest 1992; Assam 2002) amongst others have taken a general focus on performance creating a gap on issues related to productivity. Also, related studies in developing countries have failed to consider die manufacturing industries in Nigeria. It was observed that very few examinations have been conducted in the aspect of workforce motivation with respect to manufacturing industries in Nigeria. This study while validating some empirical works has bridged the gap between existing literatures by providing evidence on me effect of workplace motivation on employee productivity in manufacturing industries. More so, some clear research gap is there in the incorporation of the time aspect into the various proposed theories, which leads to the researcher seeking to find a solution to that gap. The time aspect is a crucial element as seen in the goal setting theory and should be incorporated in the new theories that may emerge.

Options	Frequency	Expected frequency
Strongly Agree	125	34
Agree	25	34
Undecided	5	34

Theoretical Framework

Several theories on the concept of motivation have been conceptualized decades ago. However, this study is anchored, on Maslow's need theory.

Abraham Maslow's Hierarchy of Needs Theory:

In the book titled Motivation and Personality, Abraham Maslow a distinguished psychologist postulated the Hierarchy of Needs theory (Maslow, 1954). He Stated that human needs can be categorized into five groups and that these groups can be organized in a pecking order ranging from the most important to the least important. These comprised needs such as basic or

METHODOLOGY

Research Design

Research design according to Coopers and Schindler (2006) is the structure of investigation aimed at identifying variables and their relationships to one another.

It refers to the blue print, plan and guidelines utilized in data collection and analysis with respect to the study. Using a survey method, the study examined the effect of motivation on employees' productivity in Idemili North LGA of Anambra State.

The document we got from this source included civil service roles, internet sources, books, and journals. A comprehensive questionnaire was prepared as the primary instrument to enable the researcher to obtain data for analysis.

Using the Taro Yamane Formulae (Yamaie 1967) the sample size of Idemili North Local Government Area Staff was selected from the following departments. The formula are denoted

$$1+N(e)^2$$

Where:

N = die sample size to be determined

N = the population

E = the error tendency (which is put at 0.05)

1 = the constant value

In determining the size using 5% level of significance

325

$1+325(0.05)^2$

$325 1+325(0.0025)$

325

$1+0.8125 325 1.8125 N = 179.3598$

Hypothesis Testing

The stated hypotheses for this study are hereby tested using chi-square tool for inferential statistical analysis. Here, (lie criteria for decision as regards the acceptance or otherwise of the hypothesis is that if the calculated value of the chi-square is significance ($\chi = 0.05$), the null hypothesis will be rejected while the alternative hypothesis will be accepted. Hypothesis one

Ho: motivation has effect on the quality of services delivered in Idemili North L.G.A This hypothesis is tested using responses to questions

From the table, the chi-square contingency table can be constructed as depicted below and chi-square formula stated below

Chi-square formula The formula is

thus:

$$X^2-(fo-fe)^2$$

Where χ^2 = chi-square

Fo = observed frequency

Fe = expected frequency

d.f = degree of frequency

Hypothesis one

In the table of chi-square contingency table, expected frequency is: $E = \frac{\text{total observed frequency}}{\text{frequency}}$

Number of options

That is 170
5

Each of the cells has equal expected frequency applying chi-square(χ^2) formula to the table above we have:

$$\chi^2 = \frac{(125 - 34)^2}{34} + \frac{(28 - 34)^2}{34} + \frac{(5 - 34)^2}{34} + \frac{(10 - 34)^2}{34} + \frac{(5 - 34)^2}{34}$$

$$243.5 + 2.38 + 24.7 + 16.9 + 24.7 = 312.18$$

$$\chi^2 = 312.18$$

$$\chi^2_{\text{cal}} = 312$$

The degree of freedom (DF) = (r-1)(c-1) Where r = number of rows C = number of columns

At 5% level of significance, using df=2, the tabulated value of chi-square χ^2 tab is 21.026. Decision rule is observed value of the chi-square(χ^2_{cal} greater than criterion of table value χ^2_{tab}). The null hypothesis is rejected while the alternate hypothesis is accepted. By implication, Motivation has the quality of services rendered in Idemili North L.G. A of Anambra State.

Hypothesis Two

H₁: Motivation has effect on employee job satisfaction in Idemili North L.G.A. of Anambra State.

The hypothesis is tested by responses of question 3 shown in table 4.7

Table 4.11

Options	Frequency	Expected frequency
Strongly Agree	124	34
Agree	21	34
Undecided	8	34
Disagree	10	34
Strongly Disagree	7	34
Total	170	100%

Source: field survey 2020.

In the table of chi-square contingency table, expected frequency is: $E = \frac{\text{total observed frequency}}{\text{frequency}}$

Number of options That is 170 = 34

Each of the cells has equal expected frequency applying chi-square (χ^2) formula to the table above we have:

O_i

E_i

chi-square observed frequency expected frequency

$$\chi^2 = \sum (O_i - E_i)^2 / E_i$$

E_i

$$\chi^2 = \frac{(124-34)^2}{34} + \frac{(21-34)^2}{34} + \frac{(8-34)^2}{34} + \frac{(10-34)^2}{34} + \frac{(7-34)^2}{34}$$

$$= \frac{238.2}{34} + \frac{4.97}{34} + \frac{19.8}{34} + \frac{16.9}{34} + \frac{21.4}{34} = 301.27$$

$$\chi^2_{cal} = 301.27$$

$$\chi^2_{cal} = 301$$

The degree of freedom (DF) = (r-1)(c-1) Where r =

number of rows C = number of columns

$$\chi^2_{tab} = 66.9$$

At 5% level of significance, using df = 2, the table of critical value of chi-square is 66.9, here, since $\chi^2_{cal} > \chi^2_{tab}$ (301 > 66.9) the null hypotheses is rejected, while the alternate hypothesis is accepted. Motivation has enabled the employee to willingly exert considerable efforts and increase their performance in the organization without been compelled to do so in Idemili North L.G.A.

Discussion of Findings

The result of this study shows that motivation has improved the quality of services rendered by the employees in the organization. Majority of the respondents in table 4.5 (74%) and 4.7 (73%) of hypotheses tested respectively agreed that motivation makes the employee to put in their best in the organization to increase productivity and to willingly do their jobs without been compelled to do so. The result also shows that motivation enable an employee to be committed and have a positive attitude towards their work.

These results revealed that motivation affects productivity and that there is a strong relationship between motivation and employee productivity in Idemili North Local Government Area of Anambra state.

Summary of Findings

In summary, the findings are:

1. That motivation affects employee productivity and quality of services rendered in Idemili North L.G.A.
2. That the employees' motivation affects employee job satisfaction.

Conclusion

Employees are and should be considered die most vital above other factors of production, the most valuable resource available to an organization. This is because they are an integral part of the organization as such it is very important for organizations, in pursuit of a competitive edge, to ensure that the satisfaction of their employees is made a top priority. This is to ensure that employees display positive attitude to work through improved performance and productivity levels. Also, it is important to note that a lack of adequate motivation results in low productivity and vice versa. The aspect of Motivation however, plays a major role in improving worker productivity levels and therefore should not be underestimated.

It also concludes that both intrinsic and extrinsic factors of motivation appeal to employees and a right mix of both is essential in bringing out best performances from a workforce. These findings validate the Maslow's hierarchy of needs theory.

Recommendations

The following recommendations are made based on the findings of the study;

1. Directors must ensure employees are adequately motivated. Employee well-being should be given due consideration and health and well-being programmes should be organized to cater for the needs and welfare of employees.
2. Also management must ensure they create a work environment that is conducive for workers with adequate working

conditions as well as providing the right tools and resources to ensure worker effectiveness in discharging their respective duties.

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