

# Effects Of Encouragement Vis A' Vis Employee Productivity In Nigeria Public Sector Sonarring Post Primary Schools Service Commission (Ppssc), Awka, Anambra State

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**Abstract:** *The study focused on employees' motivation and productivity in post primary schools service commission, Awka Anambra State. The main objective of the study is to examine the impact of motivation on employees' productivity in post primary schools service commission in Anambra state. The specific objectives of the study include to: determine the relationship between employee motivation and organizational productivity in post primary schools service commission, Awka Anambra state; ascertain whether adequate motivation enhances employees job satisfaction; and to identify the factors which affect adequate motivation of the employees; the study adopted a survey design. Data were collected using a questionnaire with written format structure from i-iv, the respondent must put down his/her opinion in writing. Three null hypotheses were tested to guide the study at 0.05 level of significance. Findings of the study showed that: There is no significant relationship between employees' motivation and organizational productivity in post primary school service commission Awka; adequate motivation does not enhance employee's job satisfaction in post primary schools service commission, Awka; lack of fund does not hinder adequate motivation of the employees' in Anambra State Ministry of Education. Based on the findings of the study, the following recommendations were made that: Directors should promote a good relationship with the workers. This will help in reduction of strike/dispute between workers and management; the ministry should make rewards achievable which will boots workers zeal to work in line with organizational set goals; provision of adequate infrastructure in the ministry to create conducive atmosphere for the employees to strive to attain both organizational and personal goals; the ministry should make promotion achievable which makes workers satisfied with their job when they are elevated.*

**Keyword:** Employee Productivity, Encouragement, PPSSC, Public Sector, Sonarring

## Background to the Study

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. It is at that point that the vacuum is also filled. With this background information, 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.

Motivation is a prime factor in all human activities thus, Deceeco and Tutoo (1988) categorize it as those factors which tend to increase or decrease, encourage or discourage the virus in an individual with the aim of determining his level of activity. Productivity on the other hand is the measure of output from input resulting from enhanced welfare packages.

It results with the interaction of three types of resources, which are physical, financial, and human; it is a measure of how well resources are combined and utilized to accomplish specific desirable result (Alaimyeseisha (2004). Productivity can be both quantitative and qualitative output and the process itself (Alaimyessiah 2004), ( proko penko (1987). In that wise Akide, (2012) opined that rising productivity should go hand in hand with improving the quality of working life.

Lack of incentives, noon promotion of workers when due ,none payment of allowances like leave allowances can affect employees performances because workers may feel reluctant in discharging their duties and this affect organizational productivity. Lack of working tools, poor training resources, training and retraining of workers should not based on nepotism but by merit. This is because it has been observed that the mode of selection of employees for further training is not based on organizational needs but by whom do you know syndrome. All these negatively affects the performance of workers as we as regarding organizational productivity, lack of good organizational structure may lead to low productivity of employees in an organization.

According to Kreitner and Kinicki (2010), there are various kinds of rewards and none can be said to be the best in motivating employees because according to the need theories and the different kinds of individuals at the workplace, people are motivated by

varying and different rewards. Thus the challenge to the manager is to establish what works for whom. For this to happen, the manager has to understand and appreciate the different needs that employees try to meet. McShane and Von Glinow (2011) define needs as “goal-directed forces that people experience” (p.134). Phillips and Gully (2012) also concede that rewards are among the “most powerful motivational tools managers have at their disposal” (p. 230), adding that for one to accept a job offer and decide how much effort to exert, the rewards being offered play a big role in the final decision. Phillip and Gully therefore agree that rewards motivate employees.

It is based on the aforesaid circumstances that the researcher intends to assess how lack of motivation affects employees’ productivity in Post Primary Schools Service Commission, Anambra state.

### **Research Hypotheses**

In light of the foregoing, the

following research hypotheses are outlined to guide the study.

- i. There is no significant relationship between employees’ motivation and organizational productivity.
- ii. Adequate motivation does not enhance employees’ job satisfaction in Post Primary Schools Service, Commission Awka.
- iii. Lack of fund does not hinder adequate motivation of the employees’.

### **Employees’ Motivation and Organizational Productivity**

Organizations the world over are set up to attain specific objectives 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 attainment of organizational set goals.

The obvious strategic position of employees in organization makes it imperative that they should be effectively and efficiently compensated for their labour (Ude and Coker, 2012). This is true because the realization of organizational goals could be effort in futility without committed efforts of employees in the workplace.

Lack of employees’ motivation in any organization triggers poor attitude to work as many workers play truancy in the workplace and few patriotic workers perform their functions grudgingly. It is along this sense that Drucker (1974) 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.

Labour (employee) as a factor of production deserves allowances 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 elicits worker’s full participation and commitment to ensure that success is attained in the organization. Therefore, it is relevant for the ministry to derive measures for motivation of employees in order to promote their performances.

### **Employees Motivation and Job Satisfaction**

Employees’ performances fundamentally depend on many factors like compensation, payment of allowances, promotion, training and development, job security, organizational structure and others. From the foregoing, the area of study focuses on employee motivation as this factor highly influences the performance of employees.

A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. Rutherford (1990) reported that motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees (Kalimullah et al, 2010). Getting employees to do their best work even in strenuous circumstances, is one of the employees most stable and greasy challenges and this can be made possible through motivating them.

To Elton Mayo (1949), workers are best motivated by better communication between managers and workers, greater manager involvement in employees working lives, and working in groups or teams. Therefore, the ministry, Post Primary Schools Service Commission should introduce personnel departments to encourage greater manager involvement in looking after employees’ interests.

### **Factors that Affects Adequate Motivation of Employees**

The unpalatable situation of the welfare scheme of employees’ may be attributed to many factors but the most prominent and pervasive one seems to be failure to appreciate the important role of motivation in arousing worker’s interest in their jobs.

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Consequently, lack of incentives, none payment of allowances, lack of promotion of workers, insufficient working tools, poor training resources and lack of good organizational structure affects employees motivation. This is because workers may feel reluctant to perform their duties and at the end it affects organizational productivity. Other factors which affect adequate employees' motivation include.

**i. Job Insecurity**

All employees want to feel a sense of security and longevity in their roles and an employer must help facilitate this with regular coaching and objective setting. Job security plays an important role in both social and working life because it helps an individual not to worry about the future, contributes to maintaining labour peace, increases organization productivity and protecting social balance and values.

According to Greenhalgh Rosenblatt (1984), Job insecurity referred not only to the worker's uncertainty of his continuation of work but also other dimensions such as opportunity of getting a promotion or the possibility of getting a temporary termination. Slack (2004) proposed a definition for job insecurity while taking into account on the loss of job or loss of job components. Thoughts of temporary termination or request to work by reducing the number of working hours will affect the financial responsibilities such as to support the family and pay the loans. The term loss, threatened and uncertainty are always used in explaining the meaning of job insecurity.

According to Sweet (2006) job security is a condition in which employees feel a lack of assurance on their work to remain stable from day to day, week to week and year to year. Meltz (1989) on the other hand defines job security as individuals who keep working with the same organization without weakening the aspect of seniority rights, wages, retirement and so on. Also, Herzberg (1968) defined job security is a condition in which the organization provides stable employment to workers.

Logically, job security can be defined as a persistent certainty about jobs and income of an employee. Job insecurity occurs only in the case of loss of employment without consent. Job insecurity exists when an employee's perceived his future career will become unstable and at risks.

Typically government jobs and jobs in education, healthcare and law enforcement are considered very secure while private sector jobs are generally believed to offer low job security and it usually varies by industry location, occupation and other factors. To some extent job security varies by employment laws of each country and personal factors such as education, work experience, job functional area and work location play an important role in determining the need for an individual's services and impacts on their personal job security. Since job security depends on having the necessary skills and experiences that are in demand by employers, which in turn depend on the prevailing economic conditions and organizational environment, individuals whose services are in demand by employer will tend to enjoy higher job security.

In fact, job security is one of the most influential means of motivating employees particularly in time of economic down turn. Job security guarantees the continuity of employment; it is also an important safety expectation. This assurance that the employees will work at the same job for long years eliminates questions and worries about the future which is perceived as part of job safety.

In the context of this study, job security should be a guarantee for employment in both public and private organizations and thus will eliminate employees' fear of losing their job. Hence, provision of job security in the Post Primary Schools Service Commission will yield employees' motivation and job satisfaction.

**ii. Poor leadership**

Effective leadership is an essential factor in the motivation of staff. If strong leadership is lacking or is negatively affecting the outlook of the team; certain employees may start to feel demoralized. Leadership is about influencing people to do things the right way. To achieve that you need people to follow and to have them trust you. And if you want them to trust you and do things for you and the organization, they need to be motivated. When the management hesitates in provision of incentives, promotion, payment of allowances, training resources, and working tools for the employees, they feel reluctant in discharging their duties and this affects organizational productivity. Theories imply that leader and followers raise one another to higher levels of morality and motivation. Motivation is purely and simply a leadership behaviour. It stems from wanting to do what is right for people as well as for the organization. Leadership and motivation are active processes in management (Rukhman, 2010).

**iii. Feeling under-valued**

If an employee feels that their efforts are not recognized or appreciated, they will soon begin to lack energy and commitment in their role. It's important to celebrate successes and give credit where credit's due. Try to make sure that achievements are rewarded; even if it's just with a pat on the back ([www.researchgate.net/post/What might be causing lack of motivation of employees at the workplace](http://www.researchgate.net/post/What_might_be_causing_lack_of_motivation_of_employees_at_the_workplace)).

Employee recognition at the work place is noted by Kinicki and Fugate (2012) to be a key component of an employee's engagement. Luthans (2011) opined that both formal and social organizational recognition is very important in employee performance

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effectiveness and their daily behaviour, if used by managers and supervisors. He stated that social recognition such as genuine appreciation for a job well done, praise, approval, attention and formal acknowledgement has a great impact on performance in all types of organizations. As noted by Andersen (2012), recognition of employees and people in general, generally makes them endeavour to even do better in whatever they do. Hence, the ministry should adapt to the aforesaid factors in order to enhance employees' performances.

iv. **Job Stress**

Job stress is produced when one cannot properly coordinate available resources and job demands with personal abilities (French, 1975). To him job stress is derived from a situation of job environment that poses threat to an individual. Some organizations may demand achieving a certain level of work, while their employees may be unable to cope with the given tasks. It is said that the demand exceeds the capacity of an individual which simultaneously fails to satisfy the top management. Moreover, job stress has been known universally as a social problem (Mizuno et al., 2006) which has a combination of factors that disrupts the workers physically and psychologically (Lu, 1997), and affects their health care as a whole (Conway et al., 2008).

v. **Lack of Conducive Working Environment**

Employee level of motivation is also influenced by the quality of the working environment both its physical attributes and the degree to which it provides meaningful work. While a comfortable physical environment is correlated with employee motivation, the relationship is not merely as strong as the relationship between motivation and managerial behavior (Yazdani et al 2011).

Work environment plays an essential role since it influences employee motivation. Employees are concerned with a comfortable physical work environment that will ultimately provide extra optimistic level of motivation. Lack of favorable working conditions, amongst other things, can affect badly on the employee's mental and physical well-being. According to Arnold and Feldman (1996) factors such as working hours, temperature, ventilation, noise, hygiene, lighting, and resources are all part of working conditions.

vi. **Lack of Promotion**

Promotion is one of the most efficient ways to keep employees motivated by offering them opportunities along their careers, giving them more responsibilities or even more authority. Promotions help assigning workers to jobs that better suit their abilities and are a way to move up quickly the talented workers (Gibbons 1997). It can be used to reward the employee's past efforts, promote investments in specific human capital and have lower rates of job turnover.

Lack of promotion can affect employees performances because workers feel reluctant in discharging their duties and this affect organizational productivity.

vii. **Conflict**

Conflict in the workplace is hugely detrimental. Healthy debate is often productive, but it's important to keep an eye out for any workplace intimidation or bullying. Some employees may feel worried to come forward about issues relating to a fellow colleague - which is where an anonymous employee survey may help to reveal any problem areas ([www.researchgate.net/post/ What might be causing lack of motivation of employees at the workplace](http://www.researchgate.net/post/What_might_be_causing_lack_of_motivation_of_employees_at_the_workplace)).

Therefore, management should always keep a watch for any intimidation and bullying among its workers, anyone who involves in a fight or quarrel should be penalised. This will eliminate hatred among the employees and thus employees will perform well for the uplift of the organization.

**Findings**

Chapter one of the study discusses the background of the study, statement of problem and the study objectives were adequately discussed.

In chapter two, the study deals with review of related literature on the effect of employees' motivation and productivity treated by different authors, and also discuss the theoretical frame work related to the research topic.

Chapter three focuses on research methodology where cluster sampling was adopted to choose all the Local Government Areas in Awka zone in order to select the population for the study. Questionnaire was employed as instrument of data collection from the respondents.

Simple percentages, frequency and tables were used in presenting and analyzing the data gathered on socio-demographic characteristics of the respondents. Data collected in regards to the effect of employees' motivation and productivity in Post Primary Schools Service Commission, Awka was coded, analyzed and tested with the use of Chi-square based test to establish the reliability of the questionnaire with the help of Statistical Package for Social Sciences (SPSS) as stated in chapter four.

Chapter five focuses on the summary, conclusion and recommendations which could be useful to the management of Post Primary Schools Service Commission, Awka-Anambra state and the Nation in general.

**Conclusion**

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Based on the findings of the study the following conclusions were made; it was concluded that there is significant relationship between employee motivation and organizational productivity characterized by achievement of organizational goals, having professional workers, that workers will be committed to their duty to ensure success of the organization and the organization will succeed to have capable and experienced employees.

Achievement of organizational goals revealed that there is significant relationship between employee motivation and organizational productivity. Hence the ministry should derive strategies to improve on employee motivation in Post Primary Schools Service Commission in order to boost workers morale towards their job and at the end, achieve the organizational set goals.

### **Recommendations**

Based on findings of the study, the following recommendations are made:

- i. Directors should promote a good relationship with the workers. This will help in reduction of strikes/dispute between workers and the management.
- ii. The ministry should pay allowances to its workers frequently. This is because if workers are given frequent allowances they will avoid complaints about pay and working conditions.
- iii. Ministry should make rewards achievable. This will boost workers zeal to work in line with organizational set goals.
- iv. Provision of adequate infrastructure in the ministry. This will create conducive atmosphere for the employees to strive to attain both organizational and personal goals.
- v. The ministry should make promotion achievable. This is because workers are satisfied with their job only when they are elevated.
- vi. The management should endeavor to give praises publicly to the staff that works according to the norms and values of the ministry. This will make the workers to be more dedicated to their duties in the ministry.

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