

**A REVIEW OF MOTIVATION AS A MANAGEMENT  
TOOL FOR INCREASING THE PRODUCTIVITY OF  
EMPLOYEES**

**(A CASE STUDY OF EMENITE LIMITED)**

**BY**

**KANU QUEEN E.**

**BA/2008/203**

**A RESEARCH PROJECT PRESENTED TO**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**FACULTY OF MANAGEMENT AND SOCIAL SCIENCES**

**CARITAS UNIVERSITY, AMORJI NIKE, ENUGU.**

**ENUGU STATE.**

**AUGUST, 2012**

**TITLE PAGE**

**A REVIEW OF MOTIVATION AS A MANAGEMENT  
TOOL FOR INCREASING THE PRODUCTIVITY OF  
EMPLOYEES**

**(A CASE STUDY OF EMENITE LIMITED)**

**BY**

**KANU QUEEN E.**

**BA/2008/203**

**A RESEARCH PROJECT PRESENTED TO**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**FACULTY OF MANAGEMENT AND SOCIAL SCIENCES**

**CARITAS UNIVERSITY, AMORJI NIKE, ENUGU.**

**ENUGU STATE.**

**IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR  
THE AWARD OF BACHELOR OF SCIENCE (B.Sc.) DEGREE IN  
BUSINESS ADMINISTRATION.**

**AUGUST, 2012**

# **CERTIFICATION**

This is to certify that this project carried out by Kanu Queen E. with Registration number BA/2008/203 in the department of Business Administration has been read and graded in partial fulfilment of the requirement for the award of Bachelor of Science (B.Sc) degree in Business Administration.

---

Prof. G. U. Nwanguma

Project Supervisor

---

Date

---

Prof. G. U. Nwanguma

Head of Department

---

Date

# **DEDICATION**

I dedicate this book to God Almighty for the wondrous work he has done in my life and for seeing me through all these hurdles, and also to my beloved parents Chief and Lolo Uche Kanu for their parental care to considering my education a priority and finally to my wonderful siblings Bethel, Josephine, Favour, Noble, Emmanuella, Deborah, and sweet Success.

# **ACKNOWLEDGMENT**

One of the most challenging but pleasant aspects of writing a project is the opportunity to give thanks to those who have contributed in one way or the other in making this project a reality. I wish to express my profound gratitude and acknowledgment to God Almighty who has seen me through all these hurdles.

My immense gratitude goes to my parents Chief and Lolo Uche Kanu for providing the spring board that transformed me into my present state. I am also indebted to my siblings Bethel, Josephine, Favour, Noble, Emmanuella, Deborah and Success for their support and encouragement. I am also grateful to my lecturers in the department namely, Mr Walter Ani, Mr Innocent Ubawike, Mr Kenneth Eziedo, Mr Melletus Agbo and most importantly my head of department and able project supervisor Professor Godwin Nwanguma for the knowledge they impacted in me. I am highly indebted to my numerous friends Eucharika, Chigo, Luchyna, Mary, Fortune, Prisca, Esther, Ann and Clara for their continued belief in my person. My special thanks go to my loved one Ostia Ezech who tough running a tight schedule made out time to support and encourage me. I also wish to acknowledge the following people, Chinweuba, Sunny Cash, Joel, Onoja, and Ada for their contributions towards this project. For all these whose inspirations enabled me complete this work, people like Ovie Ejiro, Uba, Chinwe Okoye and Kenny G, I am highly grateful. This won't be complete without the members of Business Administration department, 400L; it was worthwhile exchanging ideas about this projects. Unfortunately, the list of thanks no matter how extensive is always incomplete. I must recognise the adage "no man is an island". I acknowledge all the contributions made by my roommates, fans, pals, and well-wishers. I remain indebted to all those who by error of omission and commission I

did not recognise but contributed to this work. I remain grateful to Engr. Ugwu and also to the management and staff of Emenite Limited Enugu for their co-operation throughout the period of this research. Finally, my special thanks goes to my role model, a woman of virtue Lolo Hope Kanu. I Thank you all.

## **ABSTRACT**

*This research examines “the review of motivation as a management tool for increasing the productivity of employees, a case study of Emenite Limited, Emene, Enugu State. The researcher adopted descriptive survey design. The population of the study is 224 while the sample size is 144. The researcher used both primary and secondary sources of data. In view of this, four research questions were formulated to generate expected answers. Literal works were reviewed for proper understanding and guidance. Questionnaires, personal interview and observation were used for collection of primary data. Secondary sources of data were collected from textbooks, periodicals, articles and journals. Tables and simple percentage were used for data presentation and analysis. Based on the findings, the researcher found out that salary increase, fringe benefit, regular training, promotion and favourable working conditions are good motivational technique. The management of Emenite Limited adopts various motivational techniques including roofing and ceiling their staff houses at a cheaper rate. Finally the researcher proffered among others prompt payment of salary to their employee that will improve motivation in the company.*

# **TABLE OF CONTENTS**

	Pages
Cover page	
Title page .....	i
Certification .....	ii
Dedication .....	iii
Acknowledgement.....	iv
Abstract .....	vi
Table of contents .....	vii
 CHAPTER ONE	
INTRODUCTION	
1.1 Background of the study.....	1
1.2 Statement of the problem.....	3
1.3 Objectives of the study.....	4
1.4 Research questions.....	4
1.5 Significance of the study.....	5
1.6 Limitation of the study.....	6
1.7 Scope of the study.....	6
1.8 Definition of special terms.....	7



Chapter References.....	8
<b>CHAPTER TWO</b>	
<b>REVIEW OF RELATED LITERATURE</b>	
2.1 Theoretical frame work of the study.....	9
2.2 Historical background.....	30
2.3 Current literature on theories postulated above.....	33
Chapter Reference.....	54
<b>CHAPTER THREE</b>	
<b>RESEARCH DESIGN AND METHODOLOGY</b>	
3.1 Research design.....	55
3.2 Sources of data.....	55
3.3 Population of the study.....	56
3.4 sample design and determination of sample size.....	56
3.5 method of data collection.....	59
3.5.1 Questionnaire design, distribution and collection of responses.....	59
3.5.2 Secondary method of data collection.....	60
3.5.3 Interview.....	60
3.6 Method of data presentation and analysis.....	60

Chapter Reference.....	61
CHAPTER FOUR:	
DATA PRESENTATION AND ANALYSIS	
4.1 Data presentation.....	62
4.1.2 Demographic characteristics.....	63
4.1.3 Presentation according to key research questions.....	65
CHAPTER FIVE	
SUMMARY OF FINDINGS, CONCLUSION AND	
RECOMMENDATION	
5.1 Summary of findings.....	76
5.2 Conclusion.....	77
5.3 Recommendation.....	78
Appendix.....	80
Questionnaire.....	81
Bibliography.....	85

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 BACKGROUND OF THE STUDY.**

In every organization, large or small, private or public enterprise, human resources (employees) are always the pillar to the success of the organization. These human elements have their individual drives, desires, needs, wishes and similar forces which they intend to satisfy when they are coming into an organization. Satisfaction or non-satisfaction of these needs by the organization has an impact on the behaviour or performance of the employee and eventually on productivity.

The usefulness of motivation cannot be over emphasized. Every organization depends on motivation amongst other factors for the attainment of their objectives. Organizational objectives cannot be fully achieved unless the employees are trained and motivated to acquire the necessary skills, knowledge, and ability to perform their jobs effectively and efficiently. With the drive towards technological advancement in Nigeria, motivating and training of employees are inevitable, the monetary incentives like bonuses, wages, salary increment etc. are to motivate the employees thereby making them to put more effort in their work which help to improve the level of productivity in both private and public industries.

Motivation is defined differently by different authors. According to Koontz and O'Donnell (1980, p.334), motivation is defined as a means of inducing people to act in a desired manner. Also Pinder (1984:24) defines motivation as the force within a person that affects his or her direction, intensity and persistence of voluntary behaviour.

The major problem of motivation is how to induce a group of people, each with a distinctive set of needs and a unique personality to work together towards the achievement of organizational objectives. The ability to understand why people behave the way they do and the ability to motivate them to behave in a specified desired manner are two inter related qualities which are very important for managerial effectiveness.

Luthans (1998:8) posits that motivation is the process that arouses, energizes, directs and sustains behaviours and performances. That is, it is the process of stimulating people to action, being committed towards achieving a desired objective, one way of doing this is to employ proper motivational technique which makes workers more satisfied with and committed to their job.

The most concern of employer is to make the employees to contribute to the attainment of organizational objectives, but they should know that if the employees are not happy with the management of the organization; there will be a very low rate of production in the organization. That is why Hekina and Jones (1967)

visualize that employees should be seen and valued as assets for the allocation of organizational resources. This project will be based on the review of motivation as a management tool for increasing the productivity of employees using Emenite Nigeria Plc., Emene as a case study.

## **1.2 STATEMENT OF THE STUDY**

Organizations do not lay emphasis on the importance of understanding and applying various proper motivational techniques in designing and creating an environment for performance leading to productivity.

This research work problem is to find out how motivation can bring about increase in productivity in an organization on the basis of information which i have found out, I will make recommendations for the problems.

Many organizations are apparently unaware of the benefits derived from motivating their employees, this makes their performance to be very poor and the problems here are:

- Organizations see motivating their workforce as something not too important because they do not value the employees in their organization;
- Organizations lack an enabling environment for work performance, poor incentives, tribalism and sentiments, bureaucracy and quota systems helps in contributing to poor performance in an organization.

- Organizations see motivating their employees as a waste of time and money and even if some are trained, some of them are adamant to change.

### **1.3. OBJECTIVES OF THE STUDY.**

The general objective of this study is to review motivation as a management tool for increasing the productivity of employees in Emenite Limited. Meanwhile, other objectives of this study will include:

- To examine the motivational techniques applied by the management of Emenite Limited to enhance the productivity of its employees.
- To know the impact of motivation on workers' productivity in Emenite
- To find out how the present situation can be improved.
- To determine the extent of the impact of the motivational strategies used on workers' productivity in Emenite.
- To suggest ways and make adequate recommendation on increased workers' productivity in private and public sectors.

### **1.4 RESEARCH QUESTIONS.**

This part is aimed at helping the researcher to adequately address the research problem and also to investigate beyond what is already known for the purpose of this research, seven research will be maintained as follow;

- To what extent is motivation beneficial to organizational productivities?
- What are the impacts of the motivational techniques on employee's performance?
- To what extent does effective training and development of employees influence the level of productivity?
- What are the factors affecting productivity in Emenite.

### **1.5 SIGNIFICANCE OF THE STUDY.**

This study is significantly important to the following sectors:

- 1) Management experts and policy makers: it would enable management experts and policy makers in the formulation and implementation of policies internally; it will benefit the management and staff as well as the shareholders. Through this study, managers will be informed of various motivational factors that are helpful in obtaining improved work performance by the employees:
- 2) Future researchers: it will help the future researchers to know about those motivational strategies in Emenite Nigeria Plc. and changes that could be made for better; and also to enable the researcher have thorough idea of how motivation can improve productivity in Emenite Nigeria Plc. Enugu.
- 3) The staff: the staff stand to benefit by availing them the opportunity for self-motivation and work performance.

4) The government: the significance are beneficial to government in its policy formulation and review of existing laws, regulations and bye laws for achieving maximum efficiency and productivity. The organization is interested in improved work performance of her employees as a way of enhancing profitability. Thus it would attain growth through improving the workers motivational factors of efficiency.

## **1.6 SCOPE OF THE STUDY.**

This research study will cover motivation as a management tool for increasing the productivity of employees in Emenite Limited Located at Emene, Enugu state in the Eastern region of Nigeria within the period of the year 2012.

## **1.7 LIMITATION OF THE STUDY.**

Some limitation that were identified and encountered in the process of the study includes:

- Financial constraints: in running around to gather materials for this study, considering the economic meltdown, money and other resources were involved which delayed the completion of this work.
- Attitude of Respondents: the researcher found it difficult initially to source required information from the members of staff of Emenite Nigeria plc. This also delayed the completion of this work.



- Time and effort: the researcher was constrained by time and effort in running round for the completion of this project.
- Electricity: the researcher had a hard time in typing, proof reading, editing, and printing of this work due to the incessant seizure and interruption of power supply by power holdings limited

## **1.8 DEFINITION OF TERMS**

WAEC: West African Examination Council

GCE: General Certificate of Education

NECO: National Examination Council

B.Sc.: Bachelor of Sciences

HND: Higher National Diploma

MBA: Master of Business Administration

MSc: Master of Science

PhD: Doctor of Philosophy

OND: Ordinary National Diploma

NCE: Nigeria Certificate in Education

## REFERENCE

Koontz, H. & Cyril, O. D. (1980). *Management, International student. (Ed.)*  
New York: McGraw hill book Co.

Hertzberg, F. (1993). *Work and Nature of Man*. 1<sup>st</sup> Edition. London: Staples Press.

Luthans, P. (2001). *Management*, 4<sup>th</sup> Edition. New York; McGraw book Co.

Norbert, M. (1999). *Management and Organization Theory and Practice*, Enugu:  
Churchill International Ltd.

Okpara, C. (2011). *Impact of Motivation on Organisational Performance*. Enugu

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 THEORITICAL FRAMEWORK OF THE STUDY.**

**MOTIVATION** – Inducing people to work to the best of their ability.

Companies that are trying to succeed in an ever more competitive world can do so only when its entire people have the information, skills, training and motivation to succeed, to lead people and get them to behave in desired ways, managers must understand what causes behaviour.

The hidden cause of behaviour is motivation; it is hidden because motivation resides in our minds.

In the words of Uzomah (2000) motivation is an inner mind that is responsible for energizing directing or sustaining goal oriented behaviours. It gives direction to purposeful behaviour.

Motivation as one of the three factors in the function of directing is described as a process that arouses channels, sustains and gives people behaviour purpose and direction. It is concerned with the “why” of human behaviour.

Motivation is that which makes people to do things. It is the stimulation of people to action to accomplish desired goals.

## **EARLY VIEWS OF MOTIVATION**

The problem of motivation has for a long time occupied the minds of management theorists and writers. Researchers has sought to explain how and why people are activated to behave the way they do and why they can be made to behave in a manner supportive of organizational goals. The earliest theories emphasized the need for financial rewards as a means of motivating employees. At present several theories have been propounded.

## **TRADITIONAL THEORY OF MOTIVATION. (1900-1930)**

Taylor, F.W (1945), an engineer and a forerunner of this theory evolved a three part principle that formed the basis for modern incentive system in industry. These principles are that the greatest and most efficient production occurs when managers embark on the following:

- Give each worker a definite task to perform in a definite time and in a definite manner.
- Select the right worker for the task and train him.
- Motivate the worker to a high level of performance by incentive method of motivation.

Taylor's overall goal was industrial efficiency in terms of high productivity, lower cost, as well as a higher pay for workers to increase productivity. He believes that this objective could only be achieved through scientific study and setting of standard as done above. Any worker exceeding such standard will be rewarded adequately and likewise a worker who fails to achieve the standard will be penalised.

In other words, Taylor penalised lazy workers and designed a system whereby a worker will be compensated according to the individual output or production. For him to solve the problem of determining reasonable standard of performance, he had broken down the job into components and attached time to these job components thereby establishing standard of performance scientifically.

In summary, Taylor's theory showed that the functional relations between workers and managers are mutually based on productivity; workers wanted rising wages while managers wanted higher profit and both depend on productivity which is their common goal.

### **HUMAN RELATIONS THEORY OF MOTIVATION (1930-1966)**

Mayo (1945) and his colleagues from Harvard Business School pioneered human relations theory. The theory in a simplified form states that apart from the need for money, people also have other needs like recognition. The theory arose

from an experiment carried out by Elton Mayo, F.J.Roethlisberger and William Dickson at Hawthorne plant of Western Electric Company in America. They discovered that when special attention was given to workers by management, and when small informal groups of workers are allowed to develop and their effort is directed towards work, productivity is likely to increase regardless of changing in working conditions.

Olewa and Anaga (1994:p173) quoting Elton Mayo (1945) said that, it was proved that men are not inert or discretely created. On the contrary, they reacted in their own way responding variable other than lighting.

Stoner (1978) said that this theory stressed social needs of workers and proved that the factory, office or shop is not merely a workplace but also a social environment and this recognition influence both the quantity and quantity of work produced.

## **HUMAN RESOURCES AND MOTIVATION 1960-DATE**

In this theory, the workers are seen as the resources of the organization alongside material and money. It believes that people will like to contribute meaningfully to the growth of an enterprise by using them to establish the goal. Workers can be more creating than they apply in work, so mangers should make use of the untapped human resources with enabling environment created for them.

## **CLASSIFICATION OF MOTIVATION THEORIES.**

Theories of motivation can be classified under three broad categories or headings, viz, content, process, and reinforcement theories.

### **CONTENT THEORIES**

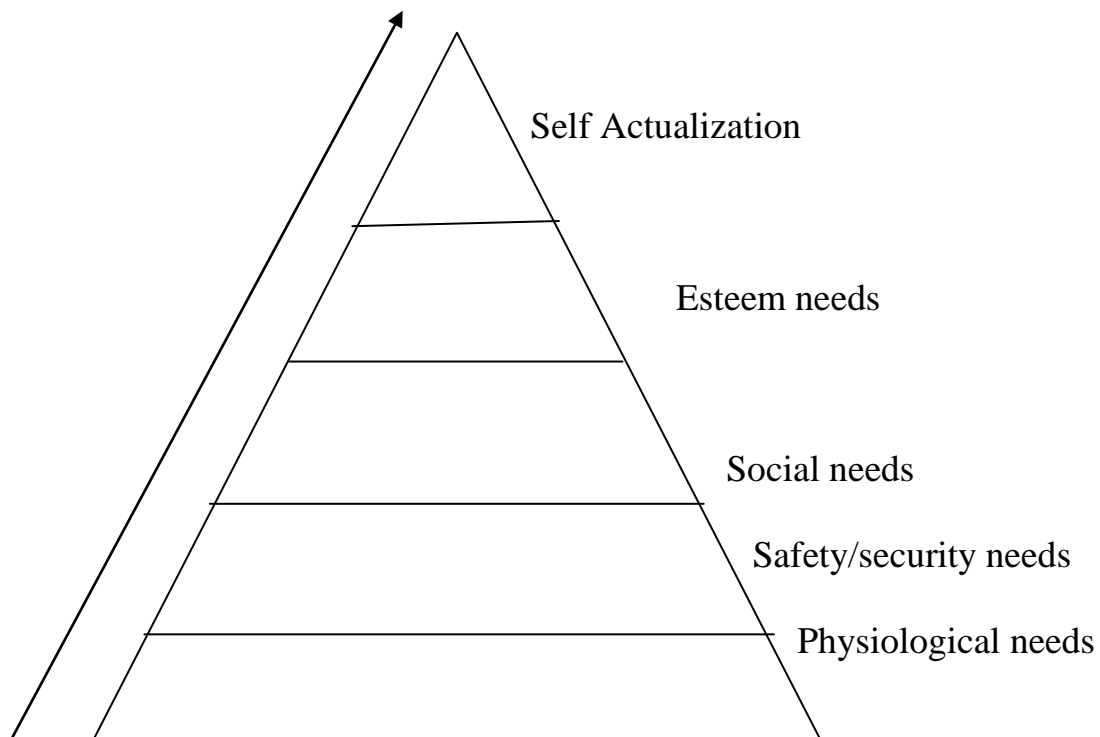
The content approach is associated with Maslow's hierarchy of needs, Herzberg's two factor theory, Alderfer's ERG theory, McGregor's theory x and y, Ouchi's theory z and McClelland's need for Achievement, Affiliation and Power. The content theories stress understanding the factors within which individuals that cause them to act in a certain way. It attempts to answer such questions such as, what needs do people try to satisfy? What impels them to action? In this view, individuals have inner needs that they are motivated to reduce or fulfil.

### **REVIEW OF SELECTED CONTENT THEORIES.**

#### **A) MASLOW'S HIERACHY OF NEEDS:**

Maslow (1943) provided the first real work for understanding the behaviour of people in the workplace. Many management writers particularly Douglas McGregor (1960), popularised the work. Maslow's hierarchy of needs divides human needs into five major stages as follow; physiological, Safety, love esteem and Self-actualization. These needs are arranged in a hierarchy of importance and influence, with physiological need at the bottom or base, followed by safety, love, esteem and self-actualization. Abraham Maslow, a noted clinical Psychologist

found that people tend to satisfy their needs in a particular orders; he then propounded a theory called hierarchy of needs”. The five basic human needs identified by Maslow in a descending order of importance are as follows;



He developed this hierarchy to observe human behaviour and what he discovered was that people have need which makes them to act. Maslow says that people are dynamic and complex whose desires should reflect desires or competition and those actions of people meant to fulfil or satisfy particular needs which are vital to them at a point in time. He said that when a need is satisfied, it stops being a motivator but when not satisfied breed dissatisfaction which affect performance.



**Physiological needs:** - These are the basic needs for sustaining human life such as food, water, cloth, shelter, sleep and sexual satisfaction. Maslow took the position that, until needs are satisfied to a degree necessary to maintain life, those need will not motivate people.

**Safety or security need;**- This need encompasses such as being free from physical danger and free from the fear of loss of accommodation and job security. And where these are provided, it ceases to motivate individuals to act.

**Social needs:** This need centres on individual's desire for affection and association with others. It relates to giving and receiving love and affections. It generally concerns people with the desire to maintain friendly relationship with others. As a need motive that is learnt, people with a strong affiliation will be interested on how to develop and enhance relationship they have established with people. They will also be looking at how to improve on relationship that are not firm or strong and will be attracted to behaviour, action and measures that will favourably project them in the workplace or environment.

**Esteem needs:** According to Maslow, once people begin to satisfy their need to belong, they tend to want to be held in esteem or recognition both by themselves and others. This kind of need produces such satisfaction as power, prestige, status, and self-confidence.

**Self-Actualization Needs:** Maslow regards this as the highest need in his hierarchy of needs. It is the desire to become what one is capable of becoming in order to maximise one's potential and to accomplish or achieve one's goal. When this is sufficiently satisfied, the individual moves to seek satisfaction of the next higher level needs.

### **CRITICISM OF MASLOW'S HIERARCHY OF NEEDS**

In the words of Keitner (1988) states that behavioural scientists have attempted to test Maslow's theory in the real life and claim that it has some deficiencies and that practical evidence shows a two level hierarchy, rather than a five level one. That they accept the physiological and safety needs, any of the other needs may emerge as the single most important one depending on the particular individual.

In the works of Blunt (1983) argued the lower needs do not hold for most employees in developed countries.

Blunt (1983) also argued that the theory lacks cross-cultural validity. And that socio-economic setting of the society determines the nature of the hierarchy.

Although Maslow's theory has not stood well under actual testing, still it has called the attention of managers to the existence of these needs and teaches them that a fulfilled need does not motivate an individual.

## **B) HERZBERG'S TWO FACTORS THEORY.**

In the late 1950's, a psychologist, Fredrick Hertzberg and his associates conducted a study of the job attitudes of two hundred engineers and accountants, subjects were asked to recall times they felt exceptionally good about their jobs and times they felt bad. From his research Herzberg concluded that job satisfaction and job dissatisfaction come from two separate sets of factors, which he called satisfiers (motivating factors) and dissatisfiers (hygiene factors).

### **MAINTENANCE / HYGIENE FACTORS:**

These factors do not act as motivators, but if they are withdrawn, they create dissatisfaction and may result in lower productivity. Lack of maintenance or hygiene factor will hurt employee's morale. In other words, as seen by Koontz and O'Donnell (1968), if they exist in a work environment in high quantity, they yield no dissatisfaction.

Hertzberg's list of hygiene factors includes salaries, and other fringe benefit, working conditions, social relationship, supervision and organizational policies and administration, security and status. People take these factors for granted as part of the job. These factors are similar to Maslow's lower level needs (1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup>) that is physiological, safety and social needs.

Maintenance or hygiene factors represent the basic benefits and rights people consider essential to any job.

## **MOTIVATIONAL FACTORS.**

These factors motivate employees when they are present, but according to Herzberg, their absence does not necessarily cause dissatisfaction. This is because they are related to the nature of the job, that is, job contents and they give reward that results directly from the performance of the job. In other words, they are job centred. When these factors are present on the job, they tend to motivate workers thereby increase productivity, and these factors have uplifted efforts on performance.

Herzberg's list of motivational factors includes responsibility, recognition, achievement, the job itself, and opportunity for advancement. The presence of these factors also makes employees feel more committed to their jobs and engage in organizational citizenship. Herzberg found out that their absence does not necessarily mean that workers will be unhappy or dissatisfied.

Lundgreen (1974) sees motivational factors as those benefits above and beyond the basis of job. Employees like to feel they are getting something beyond pay check for the time and effort they put in the work. Herzberg's two factors theory shows that both motivators and hygiene factors need to be satisfied ideally.

## **CRITICISM OF HYGIENE THEORY**

This theory has been criticised that it ignores situational variables, and also researchers on Herzberg's theory are reportedly not conclusive, because not all the findings conform to Herzberg's two factors concept of motivation and hygiene factors.

The procedures that Herzberg used are limited by its methodology. When things are going well people tend to attribute credit to themselves. Contrarily they blame failure on the extrinsic environment. The reliability of Herzberg's methodology is questioned, since it has to measure interpretation, it is possible that they may contaminate the finding by interpreting one response in one manner, while a similar response differently.

- 1) Not all measures of satisfaction were utilized. A person may dislike part of her job, yet still think the job is acceptable.
- 2) The theory is inconsistent with previous research.
- 3) Herzberg assumes that there is a relationship between satisfaction and productivity.

To make sure research is relevant; one must assume a strong relationship between satisfaction and productivity.

Regardless of criticism, Herzberg's theory has been widely popularized and few managers are unfamiliar with his recommendations. As a case in it, many of the enthusiasm in the late 1960's and 1970's for vertically expanding jobs, to allow workers greater responsibility in planning and controlling their work, can probably be attributed largely to Herzberg's findings and recommendations.

### **C) DOUGLAS MCGREGOR'S THEORY X AND Y**

In 1960, Douglas McGregor outlined two views of management task, based on certain assumptions which he called theory x and theory y.

#### **THEORY X: A PESSIMISTIC VIEW:**

Theory x represents a pessimistic view of human nature. According to Akpala (1990) theory x assumes the following:

- a) An average human being has an inherent dislike of work and will avoid it if he can.
- b) Because of this inherent dislike of work most people must be coerced, controlled, directed and threatened with punishment to get them put forth adequate effort to work.
- c) The average human beings prefer to be directed, wishes to avoid responsibility, has relatively little ambition and wants security above all.

#### **THEORY Y: OPTIMISIC VIEW:**

Theory Y reflects an optimistic view of human behaviour. This theory was developed as an alternative solution to many of the problems facing management over workers. Its assumptions are as follows:

- a) Work is natural to people
- b) People's attitude towards work depends on their previous job experience and the condition surrounding the work itself.
- c) The average human beings learn under proper conditions not only to accept but seek responsibility.
- d) External control and threat of punishment are not only the means of bringing about efforts towards organizational goals or objectives.

To summarize theory Y, Wartha and Newport said it is a management responsibility to establish practices that promote human growth and development, responsibility and co-operation among employees. This means that if workers are lazy and indifferent, the blame rest on managerial method of organization directing and controlling its human resources. This is management responsibility to formulate policies and practice that will generate employee commitment, self-direction and motivation to achieve organizational goal under managerial leadership. A theory will make a continuing effort to stress how important employee efforts are to the organization as a whole.

As McGregor noted, behind every management action or decision is assumption about human nature and human behaviour. Those managers who subscribes to theory behave according to the postulates in theory. They believe that human beings like to take responsibility and that commitment to an objective is a function of the reward associated with it. These rewards create tension in the individual when realised. How we react or act to the other people is influenced by our assumptions about their people. If a manager believes that an employee has a special dislike for work and will avoid it if he can. If a manager believes that the employee is at work because he needs money to satisfy his physiological needs the manager will attempt to motivate him with money and threaten him with loss of employment (security need) if he does not put in a measure of his effort.

#### **D) THEORY Z**

Management theory developed by William Ouchi, describing the Japanese system of management characterized by the workers' deep involvement in management, higher productivity than the U.S. Management model, and a highly developed system of organizational and sociological rewards. Ouchi contends that this management system can be used anywhere with equal success.

**Theory Z** is the name applied to the so-called "Japanese Management" style popularized during the Asian economic boom of the 1980's. In contrast TheoryX,



which stated that workers inherently dislike and avoid work and must be driven to it, and Theory Y, which stated that work is natural and can be a source of satisfaction when aimed at higher order human psychological needs, Theory Z focused on increasing employee loyalty to the company by providing a job for life with a strong focus on the well-being of the employee, both on and off the job. According to Dr. William Ouchi, its leading proponent, Theory Z management tends to promote stable employment, high productivity, and high employee morale and satisfaction. Ironically, "Japanese Management" and Theory Z itself were based on Dr. W. Edwards Deming's famous "14 points". Deming, an American scholar whose management and motivation theories were rejected in the United States, went on to help lay the foundation of Japanese organizational development during their expansion in the world economy in the 1980's. Deming's theories are summarized in his two books, Out of the Crisis and The New Economics, in which he spells out his "System of Profound Knowledge". He was a frequent advisor to Japanese business and government leaders, and eventually became a revered counselor. Deming was awarded the Second Order of the Sacred Treasure by the former Emperor Hirohito, and American businesses ultimately tried unsuccessfully to use his "Japanese" approach to improve their competitive position.

## **CHARACTERISTICS OF THEORY Z**

- *Long-term employment*
- *Collective responsibility*
- *Implicit, informal control with explicit, formalized measures*
- *Collective decision-making*
- *Slow evaluation and promotion*
- *Moderately specialized careers*
- *Concern for a total person, including their families*

To retain good staff and to encourage them to give of their best while at work requires attention to the financial and psychological and even physiological rewards offered by the organization as a continuous exercise.

## **E) ALDERFERS EXISTENCE, RELATEDNESS AND GROWTH (ERG) THEORY**

Clayton Alderfer's ERG theory collapses the 5 categories of needs in Maslow's hierarchy into three universal categories (ERG) also arranged in a hierarchy. Alderfer agrees with Maslow that as lower needs become satisfied, a person seeks to satisfy higher needs. Unlike Maslow, Alderfer believes that a person can be motivated by needs at more than one level at the same time. A cashier in a supermarket for e.g. may be motivated both by existence needs and by

relatedness needs. The existence needs motivates the cashier to come to work regularly and not to make mistakes so that his job will be secured and he will be able to pay his rent and buy food. The relatedness needs motivates the cashier to become friends with some of the other cashiers and have a good relationship with the store manager. Alderfer suggests that when people experience need frustration or are unable to satisfy needs at a certain level they will focus all the more on satisfying the needs at the next lower level in the hierarchy.

Clayton Alderfer grouped his ERG theory of human needs into three categories which are as follow;

**EXISTENCE:** - Existence need is a mergers of Maslow's physiological and safety needs. Specifically it concerns the basic human needs for food, water, air, clothing and shelter and a secured and safe environment. A manager can help people satisfy this need by promoting enough pay for the basic necessities of life and safe working conditions.

**RELATEDNESS:** - This concerns the need for love, affection, interaction, affiliation and belongingness. A manager can help satisfy these needs by promoting interpersonal relationship and by providing accurate feedback.

**GROWTH:** - This comprises what Maslow called esteem and recognition and self-actualisation. It therefore, concerns a person's esteem, social recognition and self-

actualisation. A manager can satisfy these by allowing people to continually improve their skills and abilities to engage in meaningful work.

## **F) McClelland's NEED FOR ACHIEVEMENT, AFFILIATION AND POWER.**

David C. McClelland has contributed to the understanding of motivation by identifying three basic motivating needs. He classified these needs as need for power, need for affiliation and need for achievement.

**Need for Achievement (n-ach):** is the extent to which an individual has a strong desire to perform challenging tasks well to meet personal standards for excellence. People with a high need for achievement often set clear goals for themselves and like to receive performance feedback.

**Need for Affiliation (n-aff):** is the extent to which an individual is concerned about establishing and maintaining good interpersonal relations, being liked and having the people around him or her get along with each other.

**Need for Power (n-pow):** is the extent to which an individual desires to control or influence others.

## **PROCESS THEORIES**

Rather than emphasising the content of needs and driving nature of these needs the process approach emphasises how and by what goals individuals are motivated. Victor Vroom is one of the promoters of this theory.

In this theory needs are just one element in the process by which individuals decide how to behave for example individuals may see the strong possibility of receiving some reward (say salary increase) this reward will become an incentive or motive for their behaviour.

### **REVIEW OF SELECTED PROCESS THEORY.**

#### **A) VROOM'S EXPECTANCY THEORY (1964).**

This theory was originally developed by Lewin (1951) and later applied to motivation to work by Victor Vroom (1964). This is the theory that motivation will be high when workers believe that high levels of effort lead to high performance and high performance leads to attainment of desired outcomes. If an individual needs more money and expects to be given more money for working hard then we can predict that the individual will decide to work hard. But if the same individual expects that hard work will only earn smiles from the boss and not more money, then we can predict that the individual will decide not to work hard. Individuals behave in ways that are instrumental to the achievements of their valued goals.

**EXPECTANCY MODEL:** Based on the discussion above Vroom stated that the strength or force of the individual's motivation to behave in a particular way is:  $F = (E \times V)$ ..... (1) Where  $F =$  motivation to behave

$E =$  the expectations (the subjective probability) that the behaviour will be followed by a particular outcome.

$V =$  the valence of the outcome.

However, in most circumstances a number of different outcomes will result from a particular behaviour. The expectancy equation thus has to be summed across all of these countries and the complete equation is therefore:

$$F = \sum (E \times V) \dots \dots \dots (2).$$

The sign is the Greek letter sigma which here means add up all the value of the calculation in the brackets.

$E$  and  $V$  are multiplied because when either  $E$  or  $V$  is zero (0) motivation is also zero and this is what we should expect. If we add expectancy and valence we get unrealistic results. If you believe that a particular behaviour will certainly lead to a particular outcome but place no value on that outcome then you will not be motivated to behave in that way.

On the other hand if you place a high value on a goal but expect that the probability of attaining it is zero, your motivation again will be zero, your motivation again will be zero. It is only when both of the terms are positive that motivation will exist.

## **REINFORCEMENT THEORIES.**

Reinforcement theories associated with B. F. Skinner and others are also called behaviour modification. These theories do not utilise the concept of a motive or process of motivation, instead they deal with how the consequences of a past action influence further actions in a cyclical learning process. In his view people do the way they do because in the past they learned that certain behaviour were associated with pleasant outcome they are likely to avoid behaviours with unpleasant actions.

## **SKINNER POSITIVE REINFORCEMENT**

Skinner (2000) believes that all behaviour is as a result of stimulus. Deciding what behaviour pattern is desired and then selecting and using the stimulus can be virtually anything that results in a change in behaviour. For example, it can be positive, such as the promise of more money or promotion or an assignment for better job. Or the stimulus can be negative such as the threat to demotion, lowered pay, or an unwanted transfer.

In his view punishment is to produce undesirable behaviour. Certainly, in the animal world, the Skinner's approach to developing desired behaviour has long been used. Professional dog trainers for example never whip or beat the animal to produce desired behaviour.

Managers who follow the Skinner's philosophy emphasizes on praise, encouragement and prompt assistance in solving problems. Positive reinforcements to be used effectively requires that people be assigned to jobs for which they are qualified and that they participate in setting goals and methods for achieving them.

## **2.2 HISTORICAL BACKGROUND**

The foundation stone of the company was laid on 3rd October 1961 by late Dr. The Hon. M.I. Okpara, the premier of the then Eastern Nigeria and the Company incorporated on 6 October 1961 with registration No. RC2712 and with the name Turners Asbestos Cement (Nig.) Ltd (a Manchester, U. k. based company) – 80% and the government of eastern Nigeria – 20%.

The reasons for sitting the company at its location at Emene- Enugu are due to Proximity

- To the cement factory at Nkalagu
- To the airport
- To the railway line



➤ To a river (Ekulu river)

Production started in 1963 with the company manufacturing asbestos-cement pipes, roofing and ceiling products.

During the Nigeria civil war (1965-1968), with the absence of the British management, Nigerians managed the company under the supervision of Mr .I. A. Onyeani.

Due to the 1973 indigenization decree, the shareholding of the company changed to Turners & Newall Ltd- 60% and the government of eastern

Nigeria – 40%. The name of the company then changed to Turners Building Products (Emene) Ltd. And the company headquarters moved from Tinubu square Lagos to No. 7 Old Abakiliki Road, Emene- Enugu.

By 24 March 1988, Turners & Newall Limited transferred 51% of its shareholding to Eteroutrener Societe Anonyme of Belgium (now Etex group S.A Belgium), the ultimate holding company/ technical partners, while Imo, Anambra, Abia, Enugu and Ebonyi states share the remaining 49% and the company changed its name to the present name Emenite Limited.

The company's ranges of products include:

a) Roofing Products

- Big six corrugated sheets (grey and coloured)
- Standard corrugated sheets
- Ultimate corrugated sheets
- Villatile sheets
- Long span (Amiantus) sheets.

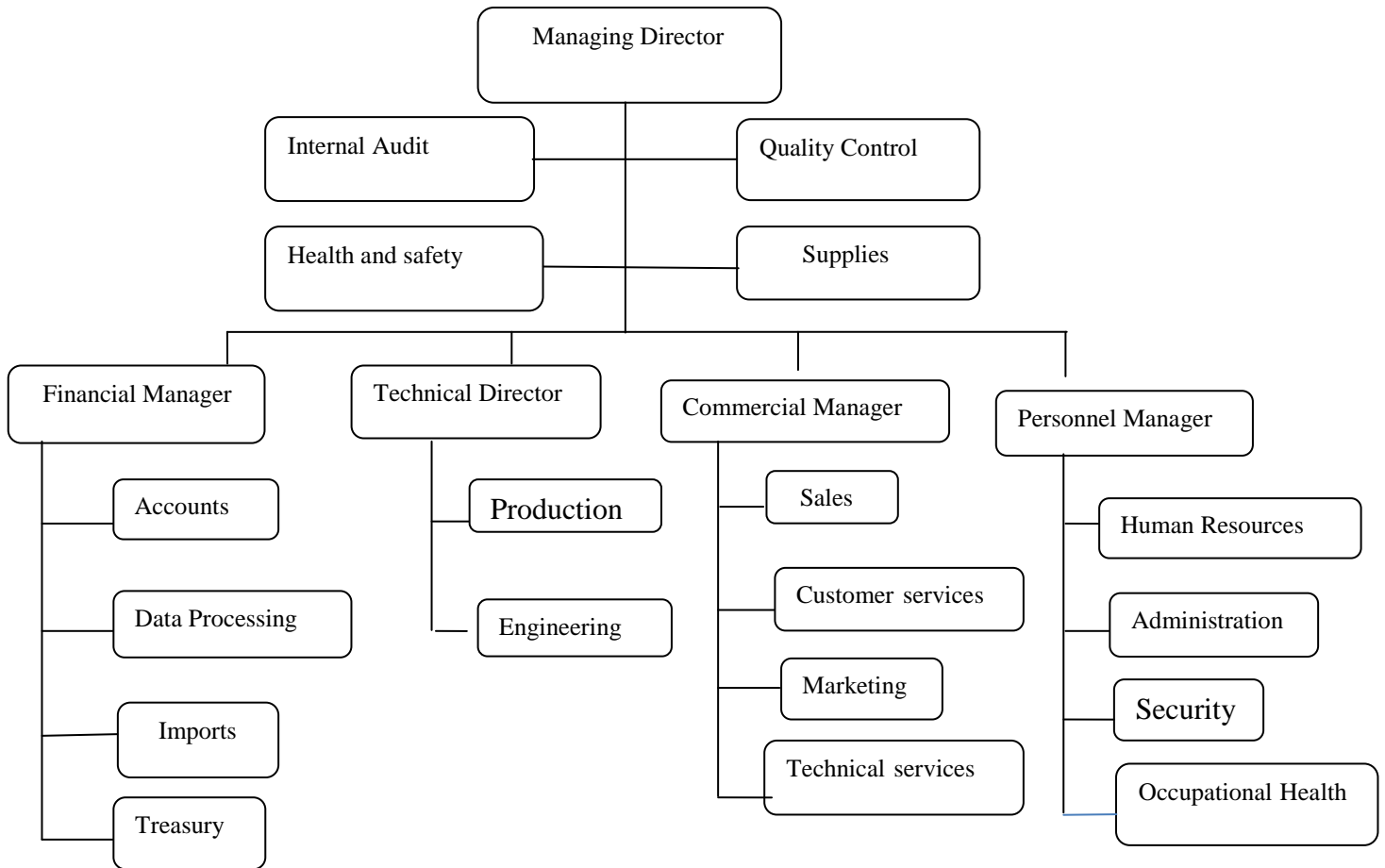
b) Ceiling Products

- Emceil flat sheets
  - Duraceil
  - Emlux
  - Qualite
- } Decorative Ceiling tiles.

c) Garden items

- Flower pots of various designs and dimension.

# EMENITE ORGANOGRAM



### **2.3. CURRENT LITERATURE REVIEW ON THEORIES POSTULATED ABOVE.**

Management accomplishes its motives and goals through people, therefore it is imperative for management to understand the people and what moves them to work, in order to know how to motivate them to contribute meaningfully to the entire organization. Hampton, Summer and Weber (1979).

From the words “motive” meaning aim and “motivate” meaning activate, we can infer the meaning of the word motivation which is a process of activating our aim. Also, an ancient Latin word “movere” meaning to move, if one must move something must have to compel or force or energize or drive the person to do that, which this study classifies, Motivation.

Okpara Cynthia Ginika on her research project, (2011) said that, motivation is that which energizes, directs, and sustains human behaviour. From this direction, we see that for somebody to behave in a certain way there must be some driving forces which may not be visible. Motivation is purposeful, directional and continual in nature, which make business last for a reasonable longer time.

I strongly agree with Okpara C.G. because motivation is that which gingers human behaviour and gives it a purposeful direction. It is a force behind every action. Example, a young girl determined to learn cycling, even with so many falls and

bruises is still learning how to cycle, this is because of the zeal and motivation to learn. It is that force that is pushing her and directing her action.

Etanch (1988), on his part defined motivation as the condition which initiates, guide and maintain behaviour until they reach certain goals. Motivation he further asserted has three (3) cycles namely;

- The need
- Driver
- The instrumental responses.

Lowell (1970) defined it as a psychological or activity which satisfies that needs. In addition, motivation is that which makes one to forget his or her interest and pursue the interest of the organization. Effiong (1991) defined it as a move which according to him concerns.

- What energizes behaviour
- What directs or channels such behaviour and
- How this behaviour is maintained and sustained.

Ajuogu (1997) sees motivation as an emotional drive springing from human drives, desires, interest, attitude and needs that are aimed at generating organizational energy from the creativity, ambition and emotional movement of employees.

Motivation pre-empts the fact that workers as well as every other human being is in constant state of disequilibrium due to changing needs and changing environment. Once a particular need is satisfied, another one comes up yearning for satisfaction and the process goes on as far as the individual lives. It therefore becomes important to look at or analyse the theories of motivation, because of the problem of variation in individual or group needs.

### **UNDERSTANDING MOTIVATION OR MOTIVATION PROCESS**

A need in our terminology, means a physiological or psychological deficiency that makes certain outcome appear attractive, Thus Motivation

Unsatisfied need	Tension	Drives	Search Behaviour	Satisfied Need	Reduction of Tension.
---------------------	---------	--------	---------------------	-------------------	--------------------------

An unsatisfied need creates tension, which stimulates drive within the individual.

These drives generate a search to find particular goal, which if attained, will satisfy the need and thus reduces tension. In order to relieve this tension, they engage in activity. The greater in activity the greater the tension, the more activity will be needed to bring about relief. Therefore they are driven by a desire to achieve some goal that they value.

The individual assess the degree to which the behaviour and rewards have satisfied the need.

## **MOTIVATION, PERFORMANCE AND PRODUCTIVITY**

Motivation according to Pinder, are forces within a person that affects his or her direction, intensity and persistence of voluntary behaviour.

Performance, according to oxford Learner's Dictionary, is the ability to operate efficiently, react quickly. Etc. productivity is efficiency especially in industry measured by comparing the amount produced with time taken or resources used to produce it.

In an organization, when an employee is motivated, he will like to operate efficiently (performance) and when he performs, he will help the organization to achieve its goals (productivity). Every public and private enterprise has a way of motivating its employees, either by salary increase, non financial rewards or other fringe benefits, because an unmotivated employee is a threat to the attainment of the organizational objectives. Since motivation as a general term applies to the entire class of drives, desires, needs and similar forces, organization try to motivate their employees by

doing those things which they hope will satisfy the drives, desires and thereby inducing the employees to act (perform) in a desired manner (productivity).

Motivation, performance and productivity therefore have direct relationship. That is when a worker is motivated; he tends to perform more which will lead to productivity.

## **PRODUCTIVITY: WHAT IT IS AND WHAT IT IS NOT.**

Productivity is the ratio of some output to some input.

$$\text{Productivity} = \frac{\text{output}}{\text{Input}}$$

Productivity is not a measure of production or output provided, it is a measure of how resources are combined and utilized to accomplish specific desirable results.

$$\text{Productivity} = \frac{\text{output (result achieved)}}{\text{Input (resources consumed)}}$$

The concept of productivity recognises the interplay between various factors in the work place, while the output, or results achieved may be related to many different inputs. That is output per labour, output per unit of material, output per unit of capital, each of the separate productivity ratios is influenced by the combination of many relevant factors. These influencing factors include the quality and availability of materials, the scale of operation, utilization, attitude and skilled level of the workforce and the motivation and effectiveness of the management.



## **IMPROVING PRODUCTIVITY IN ORGANIZATIONS**

Productivity and the means to increase it have become a major focus on the managerial attention today. The possible actions that may be taken to improve productivity in and organization may include:

- The introduction of management decision support system. (DSS)
- Opening a central warehouse with automatic storage and retrieval.
- Smoothing workforce to cut down on the number of employees needed at peak time.
- Providing computer facilities in user areas in long term productivity.
- Training.
- Incentive programmes based on increase in long term productivity.

## **IMPROVING WORKER'S PRODUCTIVITY.**

Don Nightingale has concluded that profit sharing has led to productivity improvement in thousands of firms. Companies with profit sharing plans can be particularly effective in situations where supervisee and evaluating individual performance is not viable. Additionally, profit sharing can lower internal resistance to technological changes and foster team work between employees. The

use of financial incentives to motivate performance has been a part of management theory for quite some time. For example, Frederick Taylor W. wrote in 1911 that “the best type of management is the ordinary use of the management of initiative and incentive. In the U.S.A. for example, companies are finding out that offering financial or merchandise awards to employees for productivity improvement can pay off quite effectively.

## **FACTORS INFLUENCING PRODUCTIVITY**

The role of management in influencing productivity gains is clear. However, many other interrelated factors also affect productivity. Their complexity is clear when we look at the following considerations:

- 1) Failure of management to set the tone and create a climate conducive to achieving improved productivity: managers are responsible for developing and maintaining a work climate favourable to the achievement of organizational goals over an extended period of time, the attitudes of any work group are influenced by the person in charge. Not only does the climate of any work group influence the person in charge, situation reflects the individual attitudes and feelings of the group. To managers it is to lead, to lead is to accept responsibility for the group’s performance. If productivity is not what it should be, who is at fault? Many managers preach productivity to their employees as if it were a matter of

obligation. They intimate with their scolding and criticism that poor productivity is the fault of the members of the work group, but they fail to realize that they indict themselves when they complain of low results, which are traceable to their own attitudes and behaviour.

2) Workforce: the make-up of workforce is very important to productivity. For example some observers feel that the large influx of untrained teenagers and women returning to work during the 1970's in the USA have contributed to the decline of USA productivity rates during that decade.

3) Energy Cost: The cost of oil, gas and electricity have a significant effect on productivity.

4) Condition of facilities and investment in New Plant and Equipment: in some advanced countries where there are prompt renewal of equipment, productivity is relatively high compared with Nigeria which is hampered by old facilities and outdated equipment.

5) Level of Research and Development: the lack of research and developments emphasis has contributed or contributes to the decline of productivity. However, new development in research such as the old science equipment centre at Enugu and centres such as PRODA and FIIRO can help change the situation.

- 6) A Shift in Workers Attitude and Motivation: social critics contend that workers today no longer have the traditional work ethic: that is, that they no longer work as hard as they used to. Other observers believe that the work ethic is strong but the management practices discourage workers from doing their best on the job.
- 7) Cost to Industry of Government Regulation: Many industries must comply with government regulations concerning pollution control and other measure to improve health and safety on job. Productivity is affected because the cost of the equipment and paperwork involved has to be absorbed by the business organization affected.
- 8) Inflation: When inflation is high as it is now, it may affect productivity growth by making it difficult to anticipate and control production cost and by discouraging additional investments.
- 9) Tax Policies: Out-dated tax laws have frequently penalized new investment by ignoring inflation deductions for depreciation have been spread over too long a period to provide for replacement cost of out-dated equipment and rising price can create illusory profits on which real taxes must be paid.
- 10) Inability to measure and evaluate the productivity of the workforce: our workforce has shifted from predominantly blue collar to white collar. Many common

Changes either in the cost of labour or in the selling price of the product or services produced by the input of labour.

## **HOW TO MEASURE PRODUCTIVITY**

We are interested in measuring productivity basically for the reason that we acquire indicator of the efficiency with which the organization has consumed resources in the courses of achieving desired results. We need to know how we are doing managerially, as compared to our performance in prior periods. Are we making improvement or are we regressing? Are our programmes effective?

A basic and commonly used productivity measure is “output per hour”

$$\text{Productivity} = \frac{\text{output realized}}{\text{Hour used to obtain the output}}$$

Using a specific example let's say 10 unit of output were produced using five units of labour thus

$$\text{Productivity} = \frac{10}{5}$$

5

$$= 2.0$$

Let's also say that in a following period of time, 12 units of output were produced in the same work situation, using six units of labour, thus

$$\text{Productivity} = \frac{12}{6}$$

$$= 2.0$$

Though the output has increased, the amount of resources consumed has also increased in output thus, productivity remained the same. To improve productivity we must accomplish changes. Note: the base period referenced in the example provided is

Output

Input

$$\frac{10}{5}$$

$$= 2.0$$

$$= 2.0$$

Maintaining the same level output while at the same time reducing the input or consumption of resources. That is

$$\frac{10}{4} = 2.5$$

4

Note: Referring to the definition that Productivity = effectiveness = efficiency, in this example, we have improved the efficiency of labour inputs. We achieved same result using fewer labour hours. The Productivity has increased from an output of 2.0 to 2.5 units produced per labour.

Increasing the same level of output while at the same time maintaining the labour input, that is

$$\frac{11}{5} = 2.2$$

5

Note: Again referring to the definition that productivity = effectiveness = efficiency, in the same example, we have increased our output without increasing the labour input, thus productivity has increased from an output of 2.0 to 2.2 units produced per labour hour.

Increasing the level of output while at the same time decreasing the input, that is

$$\frac{11}{4} = 2.75$$

4

Note: In this case, we have increased the effectiveness of results achieved while reducing the quality of resources consumed. In doing so we have significantly increased productivity from 2.0 to 2.75 units produced per labour hour.

### **HOW TO MOTIVATE EMPLOYEES EFFECTIVELY.**

One of the saddest things that can happen to you as an employer is to see an exceptional employee leave your company and come running into the arms of the competitor. After everything that you have gone through in interviewing dozens of people, doing countless employment background checks, and examining hundreds of resume, this scenario can surely be frustrating.

As an employer, it is vital to know that employee loyalty is not something automatic; it is something that employers earn. One way of doing so is through proper motivation that not only encourages employees to work excellently but also promotes loyalty. However, bear in mind that it is not enough that you just motivate; you have to do it properly and effectively.



## **DIFFERENT WAYS TO MOTIVATE EMPLOYEES**

**1. Giving a raise in workers compensation:** Money is surely one of the best motivators since this is the primary reason why employees work in the first place. Giving a raise when one performs excellently will truly motivate and inspire your employee to be more productive and more efficient in what they do.

**2. Presenting incentives and rewards:** Of course, money is not everything. You do not have to spend money all the time just so you can motivate your employees. Generous rewards like a day off, small gifts, occasional treats to lunch or dinner, or a better office are some of the ways you can motivate your employee.

**3. Recognizing and appreciating a job well done:** Employees appreciate it when their good performance is recognized and praised. This inspires them to work even harder next time.

**4. Provide proper training:** Training for additional knowledge and skills are also a great motivator for many employees especially those who are always craving to learn something new. Remember, this is not only a good way to motivate employee but this also improves performance and productivity.

**5. Provision of employee services:** Organizations naturally desire high productivity from their human assets. In many organizations therefore the normal

practice is to pay attention to the mental and physical well-being of the employees as a means of keeping good staff and attracting good ones. The provision of employee services is one of the important aspects of employee motivation in the organizational environment. The purpose is to increase the economic security of employees and thus achieve higher productivity. The mission of any employee services is to establish innovative employee friendly policies and management practices; foster a healthy productive rewarding work environment. A good organization would therefore develop and apply appropriate mix of employee service that meets the needs and aspirations of the employees and people that it seems to motivate.

Depending on organizational practices and countries, employee services is variously described as Employee Benefits, Benefits in kind, Fringe Benefits, Welfare packages, Perquisites, Perks or Perqs. Employee services could therefore be broadly defined as the combination of the various non-wage benefits and compensations provided to employees in addition to their normal wages and salaries.

## **FORMS OF EMPLOYEE SERVICES**

- Schemes for bereavement and other special leave
- Provision of financial and other support for social, hobbies, activities of many kinds which are work related
- The rehabilitation of injured/ unfit/ disabled employees and temporary or permanent move to lighter work.
- Conducive, safe, clean and Healthy offices/ work environment.
- Schemes for occupational sick pay, extended sick leave and access to the firm's medical adviser.
- Cafeteria plan or lunch allowances – provision of canteens and other catering facilities.
- Recreational/ leisure Activities- club registration
- Maternity leave
- Official cars
- Retirement benefits
- Vacation – Employer provided or Employer paid

- Maintenance of disablement statistics and registers
- Housing – Employer provided or Employer paid
- Care for the welfare aspect of health and safety legislation and provision of first aid training.
- Discounted shopping, hotels and resorts.

## **CHARACTERISTICS OF MOTIVATION**

The following are the characteristics of motivation:

- 1.) Energy Arousal: this is the inner urge that promotes us to mobilise resources and achieve our aim.
- 2.) Direction Effort: This is towards the particular goals of interest, meaning that our effort is not aimless or random but is focused on the attainment of a particular aim.
- 3.) Sensitivity to relevant stimuli: This implies that we give selective attention to only those things that are relevant to the accomplishment of our objectives while ignoring their irrelevant ones.
- 4.) Organization: The response unit is organised in an integrating pattern or sequence'

5.) Persistence of Activity: Our effort here is enduring until the initiating condition changes.

### **TYPES OF MOTIVATION**

➤ **INTRINSIC MOTIVATION:**

This can be described as the motivation that operates and manifest within the individual. That is internal motivation and hence it is not manipulated.

➤ **EXTRINSIC MOTIVATION:**

This is an external one. It does not exist within individuals (for example incentives) and therefore can be manipulated hence; it can be influenced or changed.

### **POSSIBLE EFFECTS OF MOTIVATION IN AN ORGANIZATION.**

When individual's needs and organizational goals are not in conflict, and people are motivated accordingly, it is expected that there will be;

- Enhancement in productivity level.
- Mutual employees/ management relationship
- Development of morale of workers
- Enhance greater commitment to work on the part of workers in achieving and attainment of organizational goals.
- Psychological well-being and job satisfaction – this will set in if there is no conflict and workers are well motivated.

- Willingness of individual workers to accept responsibility.
- Enthusiasm and determination on the part of the workers to succeed.

Motivation therefore is a strategy for achieving the highest level of productivity and profitability in various sectors.

On the other hand, if motivation is not put into consideration and there is a conflict between the organization requirement and individual needs, the under listed set of effects may set to arise.

- Apathy and general influence in job
- Unjustified assistance to positive change
- High rate of labour turnover, and various dysfunctional work behaviours such as absenteeism.
- Workers should display un-corporate attitude in dealing with the problems and prospects of the organization or even suggesting ways of solving such problems.
- Low productivity, low morale, low commitment which are generally reflected in the low level of profitability. These however make it difficult for the achievement of the overall organizational objectives.

## **REASONS WHY PEOPLE WORK.**

People work to satisfy all their needs, employees work to survive. There are different types of individual needs.

➤ **PHYSIOLOGICAL NEEDS:**

It involves essentials such as air, water, food, housing and clothing. These necessities must be at least partially fulfilled before a person gives much through money and the security of a job for people who are well satisfied.

➤ **SOCIAL NEEDS;**

Can be satisfied only by contacts with others such as fellow employees, the supervisor or friend off the job. Social needs include such group needs as friendship identification with the group terms work, helping others and being helped.

➤ **EGOISTIC NEEDS:**

These are those that an individual has for a high evaluation of himself and include such needs as knowledge, achievement, competence, independence, self-respect of others, status and recognition.

### **LIMITATIONS TO MOTIVATION**

Whether motivation is intended to be a general explanation for behaviour, it is not sufficient to explain all behaviour. There are number of variables that do not easily fit within the framework. In certain cases, the below listed factors can affect the relevance of motivation for understanding work behaviour and performance;

➤ **LACK OF ABILITY:** A common assumption of psychologists is that performance is a function of both motivation and ability. This means that in order to successfully perform a task, one must be both motivated, to perform the task and have skills, knowledge and experience etc. to perform the task. If either factors are lacking, successful performance is unlikely.

➤ **INDIVIDUAL DIFFERENCES:** One important way in which people differ from one another is the goal they pursue. If everyone is to achieve the same goal, employers would have a much easier task and time getting workers to do what they wanted them to do. This explains the fact that efforts to increase the motivation of one worker may have no effect or even a negative effect on another worker's motivation.

Furthermore, if management makes incorrect assumption about the worker's goals, effort to increase motivation may be useless.

➤ **DYNAMIC NATURE OF MOTIVATION:** The factors that motivate workers do change and when this happens, managers can find themselves out of touch with their worker's needs. Understanding the dynamic nature of motivation enables managers or employers to motivate their employees or workers with the techniques that worked in the past.



## **REFERENCE.**

Alugbo, C. C. (2004). *Elements of Management*. Faculty of Business Admin, Imo State University, Owerri.

Okoye, N. (2000). *Management and Organizational Behaviour Theories & application in Nigeria*. J & C Publishers. Awka.

Wehrich, H. & Koontz, H. (2005). *Management 11<sup>th</sup> Edition*. West Patel Nager: Ethiope Publishing Company.

Nwanguma, G. (2012). *Human Resource Management Lecture Note: Caritas University, Amorji-Nike Enugu State*.

# **CHAPTER THREE**

## **RESEARCH DESIGN AND METHODOLOGY.**

### **3.1 RESEARCH DESIGN.**

Research design is a plan or framework that is used as a guide in collecting and analysing the data for a study.

The aim of this chapter is to discuss the methods adopted by the researcher in carrying out this research work. It also contains sources of data, instruments used for data collection and techniques for data analysis. Therefore this study is descriptive in nature.

### **3.2 SOURCES OF DATA.**

Data used in this study were collected from two main sources, the primary and secondary sources

#### **3.2.1 PRIMARY SOURCES OF DATA**

The primary sources of data were obtained through the use of questionnaires, personal interview and observation.

### **3.2.2. SECONDARY SOURCES OF DATA.**

These are facts collected from already existing sources. They were made up of facts and ideas collected from textbooks, journals, internet, periodicals and articles. The information from published and unpublished materials was also used for the literature review and in definition of this work. Most of these were found in various libraries, schools and organization.

### **3.3 POPULATION OF THE STUDY.**

This refers to the number from which a sample is drawn. The population size of Emenite Limited, Enugu is made up of 16 managers, 4 Assistant managers, 58 senior staff and 146 junior staff. Therefore, the total number of population size is 224.

### **3.4 SAMPLE SIZE AND DETERMINATION OF SAMPLE SIZE.**

Chukwu (2007) defined a sample as a portion, or part or a subset of the population of intersects. Therefore, sampling can simply mean taking any portion of a population as a representative of the entire population.

The sample design adopted by the researcher was a random sampling. The sample size was determined using Yaro Yamani's formula.

$$n = \frac{N}{1 + N(e)^2}$$

n = sample size

N = population size

e = level of significance (0.05)

1 = constant

n = ?

N = 224

e = (0.05)<sup>2</sup>

$$n = \frac{224}{1 + 224(0.05)^2}$$

$$n = \frac{224}{1 + 224(0.0025)}$$

$$n = \frac{224}{1 + 0.56}$$

$$n = \frac{224}{1.56}$$

$$n = 143.58$$

$$n = 144.$$

Using Bowly Proportion Allocation Formula;

$$n_1 = \frac{n (n_1)}{N}$$

n = sample size

$n_1$  = number of employees in each department

N = population.

$$\begin{aligned} \text{Managers} &= \frac{144 \times 20}{224} \\ &= 12.85 \end{aligned}$$

$$\begin{aligned} \text{Senior Staff} &= \frac{144 \times 58}{224} \\ &= 37.3 \end{aligned}$$

$$\begin{aligned} \text{Junior Staff} &= \frac{144 \times 146}{22} \\ &= 93.85 \end{aligned}$$

Therefore:  $12.85 + 37.3 + 93.85 = 144$ .

### **3.5 METHOD OF DATA COLLECTION.**

In collection of statistical data for the population study, the following instruments were employed;

#### **3.5.1 QUESTIONNAIRE DESIGN, DISTRIBUTION AND COLLECTION OF RESPONSES.**

The instrument for data collection in the study was a structured questionnaire, which were designed through a literature review.

The questionnaire was made up of two sections A and B. section A was made up of the personal data while section B was constructed to find out perceptions, opinions and attitudes of employee towards motivational techniques adopted in the organization.

### **3.5.2 SECONDARY METHOD OF DATA COLLECTION**

Secondary data were collected from different sources including textbooks, internet, journals, periodicals, articles and research from libraries.

**3.5.3 INTERVIEWS:** There was an oral interview undertaken by the research on the population sample which was used to clear some issues raised on the question that might not be in relation to the study and to thoroughly observe the reaction of the respondents.

### **3.6 METHODS OF DATA PRESENTATION AND ANALYSIS.**

There are various methods used in presenting data on a project: which include the use of tables, charts and graphs. However, in this study the researcher adopted the use of table and simple percentage in the analysis of data.

## REFERENCE

Igwenagu, C. M. (2006). *Basic Statistics and Probability*. Enugu: Prince Press & Communications. Abakpa. Enugu State.

Nwanguma, G .U. (2011). *Research Methodology*: Caritas University, Amorji-Nike Enugu state.



# **CHAPTER FOUR**

## **DATA PRESENTATION AND ANALYSIS**

### **4.1 DATA PRESENTATION:**

The researcher distributed one hundred and forty four (144) questionnaires to both the junior and the senior staff of Emenite Limited but only 140 questionnaires were collected by the researcher and they were good for analytical purpose.

Table 1: Number of Questionnaires Distributed

Options	No of questionnaires	Percentage %
Returned questionnaire	140	97.2
Not returned questionnaire	4	2.8
Total	144	100

Source: field survey 2012

From the table above, out of one hundred and forty four (144) questionnaires that were distributed to the staff of Emenite Limited, both junior and senior, one

hundred and forty were returned. Therefore analysis will be based on the returned questionnaires

#### **4.1. 2 DEMOGRAPHIC CHARACTERISTICS**

Table 2: Distribution According to sex

Sex	No of Respondents	Percentage
Female	40	28.6
Male	100	71.4
Total	140	100

Source: Field Survey 2012

From the table above, it was understood that a total number of 40 respondents representing 28.6% were female, while 100 respondents representing 71.4% were male.

Table 3: Distribution According to Educational Qualification.

Educational Qualification	No of Respondent	Percentage
WAEC/NECO/GCE	5	3.6
OND/NCE	10	7.1
HND/BSc	60	42.9
MBA/MSC/PHD	65	46.4
OTHERS	NIL	NIL
TOTAL	140	100

Source: field survey 2012.

From the table above, it was understood that a total number of 5 representing 3.6% are WAEC/NECO/GCE holders, 10 staff representing 7.1% are OND/NCE holders, and 60 respondents representing 42.9% are HND/BSC holders, while 65 respondents representing 46.4% are MBA/MSC/PHD holders.

Table 4: Distribution According To Year of Experience.

Options	no of respondents	Percentage %
Less than 5 years	15	10.7
Between 6-10 years	30	21.4
Between 11-15 years	65	46.4
16 years and above	30	21.4
Total	140	100

Source: field survey 2012

From the table above, it was understood that a total no of 15 respondents representing 10.7% have less than 5 years of experience, 30 respondents representing 21.4% have between 6-10 years of experience, 65 respondents representing 46.4% have 11-15 years of experience while 30 representing 21.4% respondents have 16 years and above.

#### **4.1.3 PRESENTATION ACCORDING TO KEY RESEARCH QUESTIONS.**

Question: Do you consider motivation as a fundamental step to achieving organizational goals

Response	No of respondents	Percentage %
Yes	125	89.3
No	15	10.7
Total	140	100

Source: field survey 2012.

From the table above, it was understood that a total no of 125 respondents representing 89.3% choose yes while 15 respondents representing 10.7% choose No. thus this implies that motivation is considered a fundamental step to achieving organizational goal.

Table 6: Question: How do you measure performance?

Possible options	No of respondents	Percentage %
Profitability	45	32.1
Condition of service	10	7.1
Collection of information	25	17.9
Return on investment	60	42.9
Others	-	-
Total	140	100

Source: field survey 2012

From the table above, it was understood that a total no of 45 respondents representing 32.1% choose profitability, 10 respondents representing 7.1% choose condition of service, and 25 respondents representing 17.9% choose collection of information while 60 respondents representing 42.9% choose return on investment. Thus this implies that performance in Emenite Limited is measured by return on investment.

Table 7;

Question: Do you think increase in salary impacts on employee's productivity?

Response	No of respondents	Percentage %
Yes	128	91.4%
No	12	8.6%
Total	140	100

Source: field survey 2012

From the table above, it was understood that a total no of 128 respondents representing 91.4% choose yes while 12 respondents representing 8.6% choose no.

Thus this implies that increase in salary impacts on employee's productivity.

Table 8:

Question: What factors do you think if improved on will improve employee's performance?

Options	No of respondents	Percentage %
Provision of training facility	20	14.3
Condition of service	90	64.3
provision of more equitable tools	30	21.4
Others	-	-
Total	140	100

Source: field survey 2012

From the table above, it was understood that a total no of 20 respondents representing 14.3% choose provision of training facilities, 90 respondents representing 64.3% choose condition of service while 30 respondents representing 21.4% choose provision of more equitable tools. Thus this implies that condition of service improved on will improve employee's productivity.



Table 9:

Question: How regular does Emenite Limited train and promote their staff?

Options	No of respondents	Percentage %
Regularly	25	17.9
Irregularly	100	71.4
No idea	15	10.7
Total	140	100

Source: field survey 2012

From the table above, it was understood that a total no of 25 respondents representing 17.9% choose regularly, 100 respondents representing 71.4 choose irregularly while 15 respondents representing 10.7% choose no idea. Thus this implies that Emenite Limited does not train and promote its employee's regularly.

Table 10:

Question: Do you think employees are adequately compensated for their effort?

Options	No of respondents	Percentage %
Yes	128	91.4
No	12	8.6
Total	140	100

Source: field survey 2012

From the table above, it was understood that a total number of 128 respondents representing 91.4% choose yes while 12 respondents representing 8.6% choose No. thus this implies that the employees are adequately compensated for their effort.

Table 11:

Question: What step does the manager take to ensure that employees are motivated?

Options	No of respondents	Percentage %
Maternity leave	2	1.4
Promotion	7	5.1
Official Cars	5	3.6
Study Leave	3	2.1
Sick leave	6	4.3
Pension Plan	2	1.4
Gratuity	2	1.4
Annual leave	6	4.3
Insurance	3	2.1
All of the above	100	71.4
No idea	4	2.9

Total	140	100
-------	-----	-----

Source: field survey 2012

From the table above, it was understood that a total no of 2 respondents representing 1.4% choose maternity leave, 7 respondents representing 5.1% choose promotion, 5 respondents representing 3.6% choose provision of official cars, 3 respondents representing 2.1% choose study leave, 6 respondents representing 4.3% choose sick leave, 2 respondents representing 1.4% choose pension plan, 2 respondents representing 1.4% choose gratuity, 6 respondents representing 4.3% choose annual leave, 3 respondents representing 2.1% choose insurance, 100 respondents representing 71.4% choose all of the above while 4 respondents representing 2.9% choose no idea. Thus this implies that the manager takes virtually all the steps above to ensure employee motivation.

Table 12:

Question: Does the above step in table 11 above impact on employee performance?

Options	No of respondents	Percentage %
Yes	135	96.4
No	5	3.6
No idea	-	-
Total	140	100

Source: field survey 2012.

From the table above, it was understood that a total no of 135 respondents representing 96.4% choose yes while 5 respondents representing 3.6% choose no.

Thus this implies that the steps above undertaken by managers to ensure employee motivation impacts on employee's performance.

**Table 13:**

**Question:** Which of the following category do you belong to?

<b>Options</b>	<b>No of respondents</b>	<b>Percentage %</b>
Theory x	8	5.7
Theory y	100	71.4
Theory z	32	22.9
Total	140	100

Source: field survey 2012

From the above table, it was understood that a total number of 8 respondents representing 5.7% are theory x workers, 100 respondents representing 71.4% are theory y workers while 32 respondents representing 22.9 are theory z workers. Thus this implies that in Emenite Limited, theory y workers dominate.

# **CHAPTER FIVE**

## **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION.**

### **5.1 SUMMARY OF FINDINGS**

The study attempted to have a general review of motivation as a management tool for increasing the productivity of employees, in Emenite Limited, Emene.

Based on the findings, salary increase is good motivational techniques at Emenite. Herzberg (1974) said that salary which is a hygiene factor eliminates dissatisfaction but does not create job satisfaction. If there is increase in salary of Emenite Limited, it means more reduction in dissatisfaction which increases performance and leads to productivity. Salary which is a hygiene factor ordinarily does not motivate but if it is withdrawn it creates dissatisfaction and may result to lower productivity.

During the study the researcher found out that fringe benefit impacts on employee's productivity. Employees like to feel they are getting something beyond a pay-check for the time and effort they put to work. When these fringe benefits are provided, it tends to motivate them to work harder (higher performance) which leads to increase productivity.

Moreover, from the findings, the researcher discovered that advancement through training and promotion impacts significantly on the employee's productivity. If one is trained, he will be poised to discharge his or her duty effectively and efficiently which means productivity.

The researcher discovered that favourable working condition impacts on employee's productivity in Emenite Limited. Katz and Kahn (1966) said that favourable physical work environment and open participative climates in the organization motivate the employee to perform effectively and efficiently. From the foregoing, good working condition brings out the best of an individual in the work place and work related matters.

## **5.2 CONCLUSION:**

From the study and research carried out, it was observed that the management of Emenite Limited adopts various motivational techniques which include roofing and ceiling their employees houses at a reduced cost, increase in salary and fringe benefits, training and promotion, good working condition, study leave, annual leave, sick leave, scheme for bereavement and occupational sick pay, official cars etc. in order to achieve increased employee productivity.

However, with the researchers experience through the study of review of motivation as a management tool for increasing the productivity of employees, if



the management of Emenite Limited should adopt the recommendations highlighted by the researcher below, it will enhance motivation thereby have more positive impact on employees productivity.

### **5.3 RECOMMENDATION:**

After the overall experience in the course of the research, the researcher recommends the following for the management to achieve increased productivity.

#### **a) Regular payment of salary:**

Emenite Limited should strive to be paying its pensions, salary and gratuity regularly in order to increase productivity.

#### **b) Promotion and training:**

During the investigation, 128 respondents representing 71.1% commented that there is irregular promotion and training. The researcher therefore recommends that Emenite limited should avoid irregular promotion of its employees and maintain regularity in training and promotion since regular promotion and training motivates its workforce.

#### **c) Working condition:**

Findings discovered that favourable working condition has a significant impact on the productivity of the employees. The researcher recommends that more effort be

put to ensure favourable working condition (in form of good physical work environment, good personal relationship, participative management and designing of wellness programmes) in order to increase its productivity.

## **APPENDIX**

Dept of Bus Admin,

Caritas University,

Amorji-Nike,

P.M.B 01784,

Enugu State.

Dear Respondent,

I, Kanu Queen E., a final year undergraduate of the above named institution, am carrying out a research on “A review of Motivation as a Management tool for increasing the productivity of employees” (A case study of Emenite Limited) as part of the requirements for the award of B.Sc. honours.

Please respond to each of these items below by ticking in the appropriate box provided and giving your own opinion where necessary. I assure you that all the information given shall be used only for this project and shall be treated with utmost confidentiality.

Yours faithfully

Kanu Queen E.

## LIST OF QUESTIONNAIRES

### SECTION A:

- 1) Sex (a) Male [ ] b) Female [ ]
- 2) Marital status (a) Single [ ] b) Married [ ]
- 3) What is your age (a) below 20yrs? [ ] (b) Between 20 and 40 c) Above 40 years
- 4) What is your level of education? (a) O' Level [ ] (b) 1<sup>st</sup> degree c) OND/HND [ ] d) M.SC/PH.D [ ] e) Others(specify) [ ]
- 5) How long have you been working here?
  - A) Below 5 years [ ]
  - b) Between 5-10 years [ ]
  - c) Above 10 years [ ]
- 6) Do you consider motivation as a fundamental step to achieving organizational goals?
  - a) Yes [ ] b) No [ ]
- 7) If yes, can an employee be motivated to achieve organizational goals?
- 8) How do you measure Performance?

a) Profitability [ ]

b) Condition of service [ ]

c) Collection of information [ ]

d) Return on investment [ ]

e) Others (specify) [ ]

9) Do you receive salary monthly?

a) Yes [ ] b) No [ ]

10) Do you think increase in salary impacts on employee's productivity?

a) Yes [ ] b) No [ ]

11) What is the total number of Emenite Staff?

12) What factor do you think if improved will improve an employee's performance?

a) Provision of training facilities [ ]

b) Condition of service [ ]

c) Provision of more equitable tools [ ]

d) Others (specify) [ ]

13) Do you think workers are adequately compensated for their effort?

a) Yes [ ] b) No [ ]

14) How regular does Emenite Limited train and promote its employees?

a) Regularly [ ]

b) Irregularly [ ]

c) No idea [ ]

15) Does Promotion impact on workers' pay and privileges?

a) Yes [ ] b) No [ ] c) No idea [ ]

16) Do you think regular training and promotion impact on employee's productivity?

17) What is the nature working condition for Emenite Ltd.?

a) Favourable [ ] b) Unfavourable [ ] c) No idea [ ]

18) Does the working condition impact on the employee's productivity?

a) Yes [ ] b) No [ ] c) No idea [ ]

19) To what extent do you think working condition impact on employee's productivity?

a) Very much [ ] b) Moderately [ ] c) not at all [ ] d) No idea [ ].

20) What form of fringe benefit exist in Emenite

a) Sick leave [ ] b) Gratuity [ ] c) Insurance [ ] d) Annual leave [ ] e) Study leave [ ] f) pension Plan [ ] g) All of the above [ ] h) No idea [ ].

21) Does fringe benefit of your choice in 20 above impact on employee's performance?

a) Yes [ ] b) No [ ] c) No idea [ ]

22) Do you like your working environment?

a) Yes [ ] b) No [ ]

23) What is the total no of female and male staff of Emenite Ltd.

24) What type of incentive scheme is used?

25) How is it renewed? A) Every year [ ] b) Every 5 years c) others (specify) [ ].

26) Is over time allowed? If yes what is the rate of payment for overtime?

27) Which of the following categories do you belong to?

a) Theory x [ ] b) theory y [ ] c) theory z [ ]

## BIBLIOGRAPHY

Beach, D. S. (1975). *The Management of People at Work*. New York: New Macmillan Publishing Company Inc.

Bedeian, A. G. (1985). *Management*. Tokyo: The Diyden Press CBs Publishing.

Bellow, S. A. (2001). *Public Administration System in Nigeria*, Kabba: Adeola Printing Press Ltd.

Churuden, J. & Shsman, A. R. (1976). *Personnel Management*. Olori South: Western Publishing Company.

Drucker, P. F. (1974). *Management Tasks Responsibilities and Practises*. London: Heinemann Publishing Company.

Dunnette, S. & Kircher, N. (1965). *Psychology Applied to Industry*. London: Prentice Hall of India Private Limited.

Etuk, E. (1981). *Towards the Theory of Motivation for the Nigerian Workshop or Organization*. Benin: Paper Publishing Addision Wisley Longman.

Frank, E. S. & Patrick A. K. (1988). *Industrial Organization Psychology Science and Practice*. California: Wadworth Inc Delmont.

Graham, H. T. (1980). *Human Resource Management*. London: Pitman Roger Publishing.



Hacker, E. (1976). *Success in Management*. California: Praeger Press House.

Herzberg, F. (1954). ( Re-issued in 1998). John W. *The Motivation and Personality*. New York: Harper and Row Praeger Press House.

Herzberg, F. (1957). *The Motivation to Work*. Wiler and sons International Edition.

Ibekwe, O. U. (1989). *Modern Business Management*. Nigeria: New African Publishing.

Jabel, U. (1975). *Personnel Management in Nigeria*. Benin City: Ethipe Publishing.

Konntz, N. & Donnel, O. (1980). *Principle of Management Int'l Students Edition*. New York: McGraw Hill Book Company.

Lawal, A. (1973). *Management in Focus*. Lagos: Nigeria Warm Press.

Locke, E. A. (1970). *Goal Setting Motivational Techniques That Work*. London: Hodon Pitman Publishing.

Maslow, A. (1954). *Behaviours*. New York: Mc Clan Book co.

McGregor, D. (1975). *Leadership and Motivation*. England: The M. J. T. Press.

Miner, J. P. (1980). *Theories of Organizational Behaviour*. Hindale: I L, Dryden Press.

Osuala, E. C. (1982). *Introduction to Research Methodology*. Onitsha: African Fep.

Peter, D. (1964). *Principle of Management*. New York: Haper Row Publisher.

Porter, N. & Lawyer, E. (1968). *Management Attitude and Performance*. England: Homeward W, Richard D Ironion Inc.

Robins, S. P. (1982). *The Management of Human Resources*. New Jersey: England: Wood Cliff.