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INSTITUTE OF GRADUATE STUDIES**

Department of Business Administration

**EMPLOYEE MOTIVATION AND ORGANIZATIONAL
PERFORMANCE: A CASE STUDY IN NIGERIA**

Master Thesis

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Turkish Abstract : Motivasyon, dünyanın her yerindeki işletmeler için her zaman büyük bir zorluk olmuştur, özellikle de yadsınamaz verimlilik düzeylerinin bir kuruluşun karlılığını, gelişimini, ilerlemesini, sağlamlığını ve gelecekteki başarısını belirlemede önemli bir rol oynadığı veya oynadığı imalat endüstrilerinde. Sonuç olarak, bir şirket, çalışanların üretkenliğinde istikrarlı bir düşüşten kaçınırken rakiplerine karşı rekabet avantajını korumak istiyorsa, çalışanlarının yeterince motive olmasını sağlamalıdır. Bu araştırmanın amacı, çalışan motivasyonunun örgütsel performans üzerindeki etkisine bakmaktır. Örgütsel performans seviyelerindeki motivasyonu araştırırken, bu çalışma, genel bakış

yaklaşımının yanı sıra tanımlayıcı ve nedensel bir araştırma tasarımı kullanmıştır. Bunu takiben, çalışmanın toplam nüfusu 200 kişiydi. Örneklemdaki kişi sayısı 150 olarak belirlenmiştir. Ana veri toplama aracı olarak iyi organize edilmiş, kendi kendini kontrol eden bir anket kullanılmış ve 70'i geri alınarak uygun şekilde doldurulmuş 150 katılımcıya dağıtılmıştır. Cronbach's alpha katsayısı 0.723 olup, çalışma aracının güvenilir olduğunu göstermektedir. Verileri incelemek için çoklu regresyon analizi kullanılmıştır. Deneylerin sonuçları, çalışan motivasyonu ile örgütsel verimlilik arasında güçlü bir bağlantı olduğunu ortaya koydu. Bu araştırma aynı zamanda iş liderlerinin çalışanlarını yönlendiren faktörleri değerlendirirken uygun tahsisler yapmaları ve performanslarını ve üretkenliklerini artırmak için uygun şekilde motive olmalarını sağlamanın yollarını aramaları gerektiğini göstermiştir. Son olarak rapor, gelecekteki araştırmaların ilaç üretimi dışındaki işletmelere odaklanması gerektiğini önerdi.

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DECLARATION

I hereby declare that in the preparation of this thesis, scientific ethical rules have been followed, the works of other persons have been referenced in accordance with the scientific norms if used, there is no falsification in the used data, any part of the thesis has not been submitted to this university or any other university as another thesis.

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ABSTRACT

Motivation has always been a major challenge for businesses all over the world, particularly in the manufacturing industries, where undeniable levels of productivity influence or play a significant role in determining an organization's profitability, development, advancement, soundness, and future success. As a result, if a company wants to retain a competitive edge over its competitors while also avoiding a steady decline in employee productivity, it must ensure that employees are sufficiently motivated. The purpose of this research is to look at the impact of employee motivation on organizational performance. In investigating the motivation on organizational performance levels, this study used a descriptive and causal research design as well as an overview approach. Following that, the study's total population was 200 people. The number of people in the sample has been set at 150. A well-organized self-controlled questionnaire was used as the major data collecting tool, and it was distributed to 150 respondents, of whom 70 were retrieved and properly filled out. The Cronbach's alpha coefficient was 0.723, indicating that the study instrument was reliable. Multiple regression analysis was used to examine the data. The results of the experiments revealed that there is a strong link between employee motivation and organizational productivity. This research also indicated that business leaders should make appropriate allocations when assessing the factors that drive their employees and seek for ways to ensure that they are properly motivated to increase their performance and productivity.

Finally, the report suggested that future research should focus on businesses other than pharmaceutical production.

Key Words: Employee, Motivation, Organizational Performance, Rewards, Incentives, Extrinsic, Intrinsic, Productivity

ÖZET

Motivasyon, dünyanın her yerindeki işletmeler için, özellikle de yadsınamaz verimlilik düzeylerinin bir kuruluşun karlılığını, gelişimini, ilerlemesini, sağlamlığını ve gelecekteki başarısını belirlemede önemli bir rol oynadığı ya da önemli bir rol oynadığı imalat endüstrilerinde her zaman büyük bir zorluk olmuştur. Sonuç olarak, bir şirket, çalışanların üretkenliğinde istikrarlı bir düşüşten kaçınırken rakiplerine karşı rekabet avantajını korumak istiyorsa, çalışanlarının yeterince motive olmasını sağlamalıdır. Bu araştırmanın amacı, çalışan motivasyonunun örgütsel performans üzerindeki etkisine bakmaktır. Örgütsel performans seviyelerindeki motivasyonu araştırırken, bu çalışma, genel bakış yaklaşımının yanı sıra tanımlayıcı ve nedensel bir araştırma tasarımı kullanmıştır.

Bunu takiben, çalışmanın toplam nüfusu 200 kişiydi. Örneklemedeki kişi sayısı 150 olarak belirlenmiştir. Ana veri toplama aracı olarak iyi organize edilmiş, kendi kendini kontrol eden bir anket kullanılmış ve 70'i geri alınarak uygun şekilde doldurulmuş 150 katılımcıya dağıtılmıştır. Cronbach's alpha katsayısı 0.723 olup, çalışma aracının güvenilir olduğunu göstermektedir. Verileri incelemek için çoklu regresyon analizi kullanılmıştır. Deneylerin sonuçları, çalışan motivasyonu ile örgütsel verimlilik arasında güçlü bir bağlantı olduğunu ortaya koydu. Bu araştırma aynı zamanda iş liderlerinin çalışanlarını yönlendiren faktörleri değerlendirirken uygun tahsisler yapmaları ve performanslarını ve üretkenliklerini artırmak için uygun şekilde motive olmalarını sağlamanın yollarını aramaları gerektiğini göstermiştir.

Son olarak rapor, gelecekteki araştırmaların ilaç üretimi dışındaki işletmelere odaklanması gerektiğini önerdi.

Anahtar kelimeler: Çalışan, Motivasyon, Örgütsel Performans, Ödüller, Teşvikler, Dışsal, İçsel, Verimlilik.

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ABBREVIATIONS

ETC	:	Et cetera
E.G	:	Exempli gratia
CEO	:	Chief Executive Officer
RM:	:	Ranking Method
MBO	:	Management by Objective
OPA	:	Objective of Performance Appraisal
OM	:	Observation Method
S.M.A.R.T	:	Specific, Measurable, Attainable, Realistic, Time-Bound
X²	:	Chi-Square
Fe	:	Expected Frequency
Fo	:	Observed Frequency
No.	:	Number
WASSCE	:	West African Senior School Certificate Examination
NCE	:	Nigerian Certificate In Education
OND	:	Ordinary National Diploma
HND	:	Higher National Diploma

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PREFACE

The purpose of this thesis is to help students in the Business Administration program at Istanbul Gelisim University complete their studies. A literature review on the impact of employee motivation on organizational performance is being prepared in the autumn semester of the 2021 academic year on the subject of employee motivation. Associate Professor Mehmet ÇAĞRI GÜNDOĞDU, from the Department of Business Administration, served as the thesis's primary supervisor.

Ultimately, the purpose of this thesis is to offer knowledge on how workers may be intrinsically and/or extrinsically motivated to perform admirably in their jobs.

Since this thesis is based on a review of the literature and, as a consequence, on the findings of others' study, references are given to the findings, assertions, and conclusions of others. This has been done in order to avoid the possibility of plagiarism.

INTRODUCTION

Numerous studies have been conducted on motivation. In the mid-20th century, the three most influential motivational theories emerged: Maslow's hierarchy of needs (1943), Herzberg's two-factor theory (1959), and Vroom's expectation theory (1960). (1964). These studies focused on motivation in general and specifically on employee motivation. Different definitions of motivation have been proposed in the previous years; for example, Herzberg (1959) defined employee motivation as doing a job-related activity because you want to.

Generally, it is accepted that employee motivation may be classified as intrinsic or extrinsic (Staw 1976, 49-52). According to Staw, Herzberg's Two-Factor Theory was one of the earliest attempts to establish that difference. Nonetheless, the debate between intrinsic and extrinsic drive is a relatively recent development (e.g., Amabile, 1993 and Deci & Ryan 2000). The debate over whether intrinsic or extrinsic motivation may be used to improve employee performance (Ramlall 2008, 128).

Historically, the connection between employee motivation and work performance has been investigated (Vroom, 1964). However, a strong statistical connection between the two was not shown. Nevertheless, further studies established that employee motivation and work performance are definitely linked. This connection is examined in this thesis with the goal of providing managers with valuable information about how to improve workers' performance via intrinsic or extrinsic motivation.

Multiplicity in the workplace has presented managers with a slew of issues; the vast differences amongst workers in each company imply that there is no one-size-fits-all solution to such issues. What drives some employees to perform exceptionally well may be discouraging to others, posing a significant challenge to modern managers. This thesis discusses culture in human resource management, as well as performance management and various incentive systems.

Numerous variables like as the environment, money, and human resources all have an effect on how an organization operates. Though human resources are seen as having the greatest impact on an organization's success. Thus, it is fair to argue that an organization's workers must be motivated in order to achieve its stated goals and

objectives. Motivation has undoubtedly been interpreted in a variety of ways.

Numerous academics have attempted to develop a succinct explanation of motivation, yet each has introduced new concepts. Several studies have been done on this topic, and numerous hypotheses have been developed that significantly affect organizational behavior. Herzberg's 1959 theory of motivation, for example, is still widely utilized today. Herzberg was one of the first individuals, according to Staw (1976), to differentiate between intrinsic and extrinsic drive. This difference has aided in clarifying and encouraging workers in the workplace (Staw 1976, 49-52).

Motivation may be defined as a management strategy that motivates employees to perform harder for the greater good of the company by supplying them with unmet needs. The question that arises is "why do managers need to inspire their employees?" (1959, Herzberg). According to Smith (1994), it is for the sake of the company's existence. Amabile (1993) added to this remark by stating that managers and leaders of organizations must have an understanding of and ability to deal effectively with their workers' motivation; motivated employees are the foundations of successful organizations in the present and future centuries. Additionally, she adds that uninspired workers are likely to exert minimal effort in their employment, avoid the office as much as possible, leave the company, and produce low-quality work. When workers are motivated, they contribute to the organization's growth and survival in rapidly changing work environments (Lindner 1998, 36).

Lindner also says that the most challenging task for managers is motivating workers, since what drives employees always changes (Bowen and Radhakrishna 1991, 16-22). Prior to the early 1880's, prominent philosophers and social theorists referred to motivated human behavior as "will" (Forgas, Williams and Laham 2005, 86). According to them, motivation is defined as an entity that drives an individual to action. Numerous academics have recently proposed novel definitions of motivation.

It has been described as the psychological process that provides meaning and direction to behavior (Kreitner 1995, 168); a proclivity to act purposefully in order to meet particular, unmet wants (Buford, Bedeian, & Lindner 1995, 31-34); and an internal desire to fulfill an unsatisfied need (Higgins 1994, 114). It is self-evident that managers must inspire workers in order to achieve the organization's objectives.

Additionally, there is agreement on the facts that motivation is an individual growth process, that it is portrayed as intentional, that it has many dimensions, and that the goal of motivational theories are to anticipate behaviors. Herzberg and Maslow's ideas seem to be still in use today, since they were among the earliest scholars on this subject.



CHAPTER ONE

THE INTRODUCTION, FRAMEWORK AND RESEARCH OBJECTIVES

1.1 Background to the Study

Managers in a variety of companies are constantly faced with large disparities in employee performance. Some workers regularly perform at a high level, need little training, and seem to like what they do; on the other hand, some employees perform at a low level, demand constant attention, and are often absent from their workstation. Although the motivations for these differences in performance are many and complex, a part of the difference may be attributed to single characteristics such as character, intellect, or capability. We may also focus on organizational effect, such as the work compensation structure, the supervision style, the training and advancement package, choice interaction, and the organization's management by goal, which all contribute to these performance differences. The fundamental concept underlying each of these characteristics is motivation.

Consequently, partly most significant challenges confronting management is rousing personnel to complete assigned tasks in order to meet or exceed predetermined guideline targets.

“Motivation is one of the three factors in the function of directing and is defined as that energizing force that induces or compels and maintains behaviour. Human behaviour is motivated, it is goal directed [Nwachukwu, 1988]”. It's tough to inspire someone since the success of any motivating attempt is contingent upon the extent to which the motivator addresses the specific problems of the workers for whom it is suggested. Motivation is an inner thought cycle, the existence or absence of which is determined by observed performance. Three key characteristics of motivated behavior are:

1. It is continued; it is kept going over a lengthy period of time until it is fulfilled.
2. Main objective, aiming to accomplish a certain goal.

3. It is the outcome of a perceived need, an impulse directed toward a perceived need. [Nwachukwu, 1988:181]

The motivating influences that shape commercial enterprises are numerous and diverse. They are connected to the organization's internal and external environments. While profit is, without a doubt, the fundamental aim of businesspeople, it is far not the only one, nor is it consistently prioritized; security, power, and status frequently play significant and sometimes antagonistic roles [George, 2001].

Inside an enormous business, many motivational forms may be observed; some are propelled by employer stability and the need to satisfy their peers' expectations, most of them are organization men, while others appear to be seeking fame. Management objectives will not only vary according to the forms of motivation of individuals in managerial positions, but they will also vary significantly according to the unique circumstances of the firm or sector at the time.

One more key theme in this research is performance; it is via this variable that the adequacy of individuals, groups, leaders, and organizations may be determined. When performance is deemed satisfactory, the organization is declared effective. Following that, each component in this study is related to the model's exhibition section. In summary, it's easy to see why organizational performance and motivation remain arguably the primary focus when considering organizational behavior and performance. The view of the individual worker as an infinite resource only pushed by economic forces is grossly exaggerated. Therefore, managers require strategies for acquiring, motivating, and retaining these critical resources.

1.2 Statement of Problem

Poor working climate, falling job standards, and decreasing productivity are three warning indicators of a demotivated workforce, according to James [2014]. He went on to say that if any of these indicators is showing signs of deterioration, the business is likely dealing with a demotivated staff. Most businesses and organizations, particularly those in the manufacturing industry, have failed to recognize the importance of motivation as a concept, whether it is intrinsic (employee well-being, coworker relationships, manager relationships, organizational policies, etc.) or extrinsic (training and career development, good working conditions, compensation,

promotion, and other factors that elicit motivation). This, in turn, has remained a key managerial worry for decades as employee performance levels have deteriorated, which has been recognized as a rising source of concern in the field of business and management research [Akerlele, 2001]. Although many other factors, such as poor strategic and structural changes in decisions and executions, a lack of framework, leadership styles, and organizational culture, can all contribute to a drop in performance. Recent research on the relationship between worker motivation and performance has emphasized the importance of the worker's perspective, requirements, and expectations as factors impacting their individual performance and efficiency levels. As a result, analyzing those components that are important to employees in the discharge of their responsibilities at work has taken on a new dimension.

Employee motivation may be enhanced in the workplace by variables such as employee well-being, appropriate remuneration, advancement, positive connections with coworkers, and positive relationships with management. This is because excellent connections with coworkers build unity and offer employees a sense of belonging and acceptance, which helps them perform better. Employees that have such relationships both within and outside of the workplace are more effective and efficient, and hence more productive in their job. As a result, companies should encourage employee harmony by hosting social activities to bring employees together [Jibowo, 2007].

In this regard, an organization's best strategy is to provide acceptable work environments that enable their employees to meet or exceed goals, as well as a variety of support services to boost energy, performance, and productivity levels.

1.3 Research Questions

The objectives of this research can be realized by answering the accompanying inquiries.

1. How do organizational performance and employee motivation relate to each other?
2. What is the link between CEO objective management and organizational performance?

3. Are employees motivated by increased recognition and advancement in their training and development as it relates to organizational performance?
4. What is the link between employee preferences for organizational personnel and organizational performance?
5. What is the link between these variables' combined actions and organizational performance?

1.4 Objective of the Study

The objectives of the study are as follows:

1. Determine the link between organizational performance and employee motivation.
2. To learn more about the link between CEO management by goal and organizational success.
3. Determine whether employees are motivated by increased acknowledgement and progression in their training and development on organizational performance.
4. To determine the link between the representative's selection of organizational personnel and the organization's performance.
5. To determine the link between these variables' combined actions and organizational success.

1.5 Research Hypotheses

The following research hypotheses were developed in response to the mentioned issues and aims.

Hypothesis One

H₀: Performance in organizational is negatively identified with motivating employees.

H₁: Performance in organizational is positively identified with motivating employees.

Hypothesis Two

H₀: Critical relationship does not exist between CEO managerial objective and organizational performance.

H₁: Critical relationship exists between CEO managerial objective and organizational performance.

Hypothesis Three

H₀: Through improved acknowledgment and progression, employees are not motivated by the training and development they have.

H₁: Through improved acknowledgment and progression, employees are motivated by the training and development they have.

Hypothesis Four

H₀: Relationship does not exist among employee's choice of organizational individuals and performance in the organization.

H₁: Relationship does exist among employee's choice of organizational individuals and performance in the organization.

Hypothesis Five

H₀: Critical relationship does not exist between the combined activities of these factors and performance in the organization.

H₁: Critical relationship exist between the combined activities of these factors and performance in the organization.

1.6 Significance of the Study

In order for this research not to be an exertion in pointlessness, it must be valuable to various individuals and institutions among which are;

- a. **Management:** The point of this examination is that the outcomes, results or discoveries ought to be valuable to entrepreneurs, managers and organizations particularly in the territory where this study is being directed. This is to empower them comprehend the idea of motivation and its impact on efficiency. It's anything but an understanding to managers and

entrepreneurs on the significance of knowing their workers and guaranteeing satisfactory motivation in their organizations.

- b. **Stakeholder:** It empowers the partners to recognize the variables of motivation like compensating framework, choice cycle, training and advancement, and the management of an organization's performance based on a set of goals.
- c. **Researchers:** The study will be useful to comparative or related field researchers since it adds to the supply of current knowledge on the issues and hence suggests further research.
- d. **Research Institutions:** This research is also relevant to research agencies and institutions around the country, since the findings will be useful to interns and data users in guiding additional research in areas like this one.
- e. **Government Agencies:** This study is additionally of foremost significance since it would help government offices in making and carrying out approaches that would improve the solidness, development and advancement of organizations all through the area in issue concerning organizational performance by looking for approaches to guarantee that workers are satisfactorily spurred in their different organizations accordingly expanding by and large efficiency and levels of performance.

1.7 Scope of the Study

The study's scope is limited to a single Pharmaceutical Manufacturing Organization (May & Baker Plc) in Ota, Ado-Odo Local Government Area, Ogun State, Nigeria, where the research is being conducted. The impact of employee motivation on an organization's success is examined in this research. May & Baker Plc was picked because it is Nigeria's largest pharmaceutical manufacturing organization and one of the fastest growing pharmaceutical businesses, with offices in Lagos and Ogun state.

1.8 Limitation of the Study

Due to the respondents' busy schedules at work, it was quite difficult to get them to participate in the survey. Accordingly, recovering duplicates of questionnaires in

convenient style was extremely difficult. Additionally, the researcher is a postgraduate (student) and hence has restricted time just as assets in covering broad writing accessible in conducting this research. Data given by the researcher may not remain constant for all organizations or businesses however is confined to the selected organization utilized as an investigation in this research particularly in Ota the region where this study is being led. At long last, the researcher's resources are limited distinctly to the proof given by the members in the research and along these lines can't decide the unwavering quality and precision of the data provided.

1.9 Definition of Terms

1. **Employee:** Employee is a person who is recruited by an organization to do a predefined and specific task. The employee is recruited by the employer after an application and meeting bring about their choice as a company.
2. **Motivation:** Motivation is the internal and external factors that invigorate desire and empower to be ceaselessly intrigued and focused on their work or to put forth an attempt to accomplish their objective.
3. **Organization:** Organization is a social part of individuals organized and figured out on how to address an issue or to seek after aggregate objectives.
4. **Performance:** The achievement of a particular assignment estimated against current recognized norm of exactness, culmination, cost and speed is referred to as performance
5. **Shareholder:** A shareholder is a person, gathering or company that claims at least one offer in a company, and receives offer endorsement in their name.
6. **Performance Appraisal:** A manager or consultant inspects and assesses a worker's job behavior by comparing it to the current standard in a performance evaluation cycle.
7. **Job Description:** Explanation of a job is a wide, universal and composed assertion of a particular work, in view of the discoveries of a task investigation.

8. **Training:** Training can be viewed as a coordinated action pointed toward conferring information as well as teaching to improve the beneficiary's performance or to help that person achieve a necessary level of information or ability.



CHAPTER TWO

LITERATURE REVIEW

Numerous administration specialists have added to appraisal and organizational efficiency. Truth be told, this part of organization has gotten amazing commitment from the management researchers due to the significance of a motivated and submitted work power to the achievement of organizational productivity. The mainstream statement about each management researcher has upheld that there are two variables of productivity utilizing accessible assessment technique. The previously set which incorporates account, material and capital are passive while the other set which is man worker is active. This expansion achieved the overall acknowledgment of the after effect of workers assuming a decent part in productive process.

This consideration happened because of the information that regardless of the measure of capital and material put away for production, without the right number of workforces who is likewise able to run after the accomplishment of objectives, then, at that point such cash and materials can't handle themselves. Essentially, in light of the fact that cash advancement and materials are lifeless and work of people are wistful, then, at that point work offers more to productivity.

Nonetheless, the fact of the matter being made here isn't in any capacity proposing that cash and materials are not significant underway or research process, but rather in light of the fact that human activities are not handily anticipated, then, at that point a ton must be done to keep them fit as a fiddle, since they are effortlessly revised and controlled besides through proper motivation. In this way, there is the need to put a few workers on nonstop perception so commitments to objective of organization can be estimated. This is the thing that is alluded to as performance appraisal or assessment.

Motivation has additionally gotten expanded consideration on the grounds that from the beginning of Frederick Taylor, recognize to be "the father of scientific management" Until now, a key problem for employers has been how to inspire employees to achieve higher levels of performance. (Gammon, 2000).

The term motivation originates from the Latin word “Movere” which means, “to move”. This definition however, is far too narrow to describe a very complex process. Given the obvious importance and complexity of motivation, it still remains an elusive concept to define and understand (Szilagyi & Wallace, 2008). Motivation scholars have grown somewhat distinct perspectives of inspiration that places accentuation on contrast ideas. All in all, the contrasting perspectives above motivation lead to various allowances,

- a. The analysis of motivation should concentrate on factors that arouse or incite a person’s activities (Bedeian, 2000).
- b. Motivation is process-oriented, and concerns choice, direction and goals (Gibson & Domelly, 2000)
- c. Motivation also concerns how behavior is started, sustained, stopped and what kind of subjective reaction is present in the person while this is going on, (Jones, 2007). Today, practically, all individuals – layman and researchers have their meaning of motivation generally, at least one of the accompanying words are remembered for their definition's longings, needs, wishes, points, objectives, encouragements and purposes.

Motivation is defined in the Oxford Advanced Learner's Dictionary as “the process of stimulating the interest of somebody to do something”.

It's tough to inspire someone since the success of any motivating effort is contingent on the extent to which the assistance solves the issue of the specific worker to whom it is offered. Motivation is an internal mental interaction whose presence or absence is determined by observed performance. There are three characteristics of motivated behaviour;

- i. It's long-term; it's kept going till you're satisfied.
- ii. It is goal-driven; it aims to attain a certain goal.
- iii. It arises from a sensed need, a desire to meet that need (Nwachukwu, 1988).

Since all managers work with individuals, they should make conditions that urge employees to work effectively. Motivating others is an amazingly perplexing process. It gives external rewards, for example, pay increment, applause and

promotion. It additionally makes conditions so people can get "self-administered" rewards, like fulfillment from achieving a difficult assignment. To be successful, managers should give the right blend of the two sorts of satisfaction.

It is in this manner clear, while the subject of motivation stays perhaps the main while considering organizational, conduct and performance since managers need approaches and methods to gain, motivate and hold important human resource.

2.2 Organizational Performance

Performance is a result of the organizational framework and interaction. It's anything but a reliant variable of interest in the investigation of organizational conduct (motivation) in light of the fact that the goals and objective of the organization are estimated as far as performance accomplishment.

In the organization, performance might translate into measures of group task completion, quality and efficiency. At the individual level of performance might translate into behavior and actions as rated by superiors and peers. The performance of an individual is dependent on two main factors, namely the personal attributes of that individual (in-born and acquired) and the environment in which he works. For performance to improve, therefore, there should be a deliberate focus on both factors (Ubeku, 2005).

According to the Collins Gem Dictionary, a performance is defined as "putting anything to a conclusion in order to behave appropriately." It may be concluded from this definition that performance is the act of carrying out assigned duties or activities completed within a specific time frame. Performance is defined by the Vroom's performance model "as a multiplicative function of force to perform (motivation) and the individual's ability". In essence, this relates what a person wants to do (motivation) with what they can do (ability)

Thus: $P = F \times A$

Where P, F and A are performance, force to motivate and ability respectively. We can therefore, conclude that performance is the key to measuring the efficacy of individual's group organization and leaders. Because when a company's performance is adequate, it is deemed successful.

2.2.1 Concept of Performance Appraisal

Organizations get criticism from evaluating and assessing performance which takes into account acclimations to be made regarding structures, people, gatherings, and cycles. The goal of such changes is to improve performance through the strategies of authoritative change.

Such countless creators have introduced various ideas of performance evaluation. As indicated by Ubeku (2005), performance appraisal is concerned basically with a review of the individual's performance during a set period to identify his areas of strength and weakness and established targets for him to achieve within the overall corporate objectives of the organization. Feldman (2006) defines "performance appraisal as the process of continuous evaluation of the contributions of individuals and group within an organization". Like Szilagyi and Wallace (1980) define performance appraisal as "the process by which an organization obtain feedback about the effectiveness of its employees". He went further to say that the process is general, seeks an auditing and control function, generating information upon which many organizational decisions are made.

According to Stone (2004), Performance appraisal is the process of collecting, analyzing and evaluating data relative to job behavior and results of individuals. While Bedelan (2000) saw performance appraisal "as the process of determining the extent to which an employee is performing a job effectively. Still on the concept of performance appraisal, Alderfer and Gleeding (2003) opined that "performance evaluation and performance review is a formal system for improving the probability and good performance will be recognized and rewarded and poor performance corrected". "Like Harold Mayfield in Harvard Business Review (2000 – 2003), define performance appraisal as "simply an attempt to think clearly about each person's performance and future prospects against the background of his total work situation". Other authors have offered different perspectives on the significance of performance assessment. Regardless of one's point of view, one thing appears to unite them all: performance appraisal is a sort of evaluation that can only take place after a work has been completed. As a result, performance evaluation is a continual process that focuses on outcomes against the backdrop of management's motivating input.

The managerial goal of performance assessment, according to Stone (2004), is to provide the employee with a reason for making numerous personnel choices such as salary raises, promotions, demotions, terminations, and transfers, as well as feedback on the employee's performance.

The primary expectation of which is to direct and motivate worker to improved performance and likely headway in the organization.

2.2.2 The Performance Appraisal Process

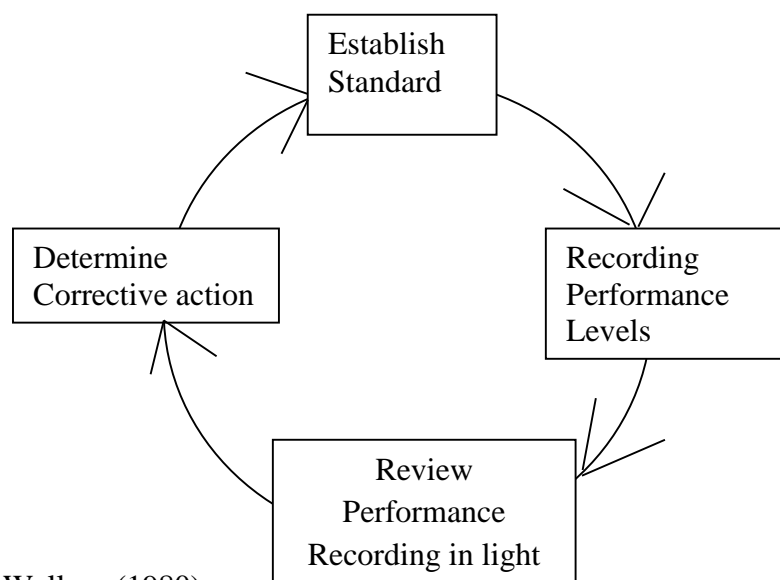
The process is a four – step cycle, as illustrated in figure below.

- a. Establishing standards
- b. Recording actual performance
- c. Reviewing performance in light of standards, and
- d. Determining corrective action

The review procedure would start at the first level of operations each employee's performance is reviewed by immediate supervisors in each department. Entire departmental performance would be reviewed at the next level of analysis.

Finally, 'the board of directors or trustees would evaluate the global performance of the entire organization.

Figure 1: Performance review Process Cycle



Source: Szilagyi and Wallace (1980)

These four stages taken together establish a control work Performance assessment assumes a significant part in charge since it's anything but a review working with control. It's anything but, a reviewing technique that produces the data important to control and direct the interaction of organization.

2.2.3 Staff Performance Evaluation: Types

All things considered, we have two kinds of performance appraisal: Open Type and Closed Type. In the open type of performance assessment, supervisors and subordinate mutually organize what technique would be utilized, and the job of each gathering in the activity. It is "open" since it is participatory and subordinates know the rules of scoring, they know why they are scored high and low; they are offered freedoms to pose inquiries and along these lines acquire explanations that would empower them improve their presentation. Moreso, it helps or empowers the manager to put round stakes in circular openings, identify staff due for advancement, downgrade and transfer and so on. This can likewise be viewed as the individuals who stay in the organization and are not contributing any standard to the efficiency of the organization.

As a rule, managers are not able to keep or hold in its business, staff who are just expense and not resources agents to the organizations. It was on this reason that Ohiomoji (1998) asserted "staff performance agrees interval to enable the organization to filter out staff that are no longer relevant to the organization; and reward those with high productivity profile".

2.2.4 Steps in Staff Appraisal

A ton has been done on the staff appraisal and it's anything but a generally excellent system to the acknowledgment of authoritative efficiency. It's anything but an after effect of this, that numerous researchers created strategies that could be successfully be used to guarantee that staffs are accurately appraised. As per Ovosun (1999), the following steps should be recommended to be systematically followed if a valid appraisal of employees must be achieved;

- a. Discuss the evaluation with the employee
- b. Evaluate his performance against the requirement
- c. Observe what the employee is doing

- d. Prepare the performance requirements, determine how well you expect the employee to do his work.
- e. Discuss performance requirement with the employee and adjust them as needed.
- f. Take the appropriate actions.

2.2.5 Factors that Influence Performance Evaluation

A decent performance appraisal strategy maybe set out by an organization. However, how the organization complete this will have impact on the achievement or disappointment of the framework or technique. As per Igbinosun (2006), they usually include the following:

- a. **Organizational Goals:** For any organization’s goal to be successful, the workers of such organization must know the system they apply. The goals have certain characteristics popularly referred to as “SMART”.

- S - The goal must be specified
- M - The goal must be measurable
- A - The goal must be attainable
- R - The goal must be realistic
- T - The goal must be time-bound

- b. **Personnel Objectives:** Personnel must also be able to set their objectives which must be specific, measurable, attainable, realistic and time-bound.

- c. **Job Description:** Explanation of job is a detailed statement highlighted for workers at the place of work and qualifications required to perform the work. A good job description therefore should not only indicate what the employee does, but also the conditions under which he performs it. A good job description should provide significant information on the physical, social and psychological environment in which the work is carried out. It should also contain the job title, last review date, officers to report to the employees, officers he should report to his duties, authorities and responsibilities etc.

- d. Environmental Factors:** This factor refers to every physical and non-physical condition relating to job environment equipment, work design etc. It also has to do with the special condition of office, is it too hot or too cold, is the job performed in group setting etc. All this will affect performance and thus performance appraisal.
- e. The Placement of Employee:** The qualities of workers are broken into knowledge skill and attitude. It has also been asserted that the level of acquisition of these qualities will determine performance and hence performance appraisal.
- f. Performance Evaluation Tool Users:** It is often erroneously believed that every supervisor can use the evaluation tool. This is not usually correct. This is because most supervisors are not trained or skilled in the evaluation tool they are using. The result is that why they wrongly evaluate employees, wrong signals are also sent to management. Then management decisions arising from such performance appraisal report would not definitely reflect the true position.

2.2.6 Method of Performance Appraisal

In this modern day, (Ubeku, 2005) have the under-listed method as follows:

i. The Ranking Method (RM)

The ranking method is the least difficult and effectively comprehended examination strategy. At the point when this is applied, the superior is relied upon to rank individuals all together from the best to the most unfortunate entertainer, as indicated by their general work in the organization. A famous variation called the shift ranking position, necessitates that the supervisors initially select the best performer and afterward from individuals staying, the least fortunate performer.

After this, the supervisor chooses the following best and the second most unfortunate, etc., in succession until all workers have been ranked. The strategy expects lifts to higher subordinate arranged by rank, from the best to the most noticeably worst. It enjoys benefit of straight forwardness and simple agreement. Yet, it's anything but an impediment of wrong presumption that the contrasts between the

positions are something very similar. Be that as it may, it has demonstrated significant for compensation organization purposes.

Management by Objective (MBO)

This is guide without self-appraisal framework whereby both the manager and his workers in an organization mutually recognize their shared objectives, unmistakably characterize what is generally anticipated of the two of them as far as their areas of duties and results are utilized as a method for assessing each other's commitment. The significant focal point of MBO is to commonly laid out objectives that are explicit, sensible, quantifiable and sensibly feasible.

According to Igbinosun (2006), an approach widely adopted today is management by objective (MBO) which combined into a system, the evaluation and development process of management development, also referred to as planned performance, evaluation are management by result. Management by objective emphasizes the attainment of result through a good integration of individual and organizational objective. The system therefore involves several steps, which can be summarized into the following.

- Organization's major goal to be performed
- Revision of the structure organizations
- Goals set up by superior remains binding on the subordinate
- The purpose of goals set by subordinate on his major job.
- Superior and subordinate reaches agreement on goals to be attained.
- Supervisor supervises, subordinates provide the input, and he is given feedback.
- Cumulative periodic reviews of result against target are carried out.
- Overall level of attainment of organizational goal review is carried out.

At the end of the planning period overall performance is reviewed; reasons for deviation, if any, are identified. Hence, new objectives and techniques are outlined out for the right planning period.

ii. Observation Method (OM)

This strategy includes doling out responsibilities or obligations or work to staff and noticing them as they do such task or obligations. A manager mentioning the observable fact makes note throughout some undefined time frame or hours and toward the end he draws, induction which uncovers either that the worker is performing great or not. The benefit in observation method is that the workers are noticed and later assessed by their immediate supervisors. One of the impediments of this technique is that, if the workers know that they are being noticed the inclination to intentionally expand the level of their abilities, information and quality needed for their work, with a view to performing great, yet to likewise dazzle their supervisors and this procure more checks.

Consequently, such workers might be given high scores which don't mirror their genuine performance on the off chance that they are working unseen.

2.2.7 Objective of Performance Appraisal (OPA)

There are three primary goals of performance appraisal. The principal objective is to give a chance to the manager or supervisor and his subordinate to survey the last's work in the light of targets set. This elaborates a conversation of employee's areas of solidarity and shortcoming. The subsequent goal is to energize the supervisor or manager to ponder his subordinates as individual people with the goal that he will comprehend them better, have the option to build up their latent capacity and in this manner be in a situation to base the arranging of work in his specialization on an enthusiasm for every individual's skill and appropriateness. Thirdly, it's anything but a chance for the individual worker to understand his own latent capacity and choose what angles he needs to think about cautiously in the event that he will create in his current work and maybe be considered sometime in the not-too-distant future for advancement (Ubeku, 2005).

Performance appraisal or assessment fills in any event the accompanying needs in an organization:

- i. Promotion, separation, and transfer decisions.

- ii. Feedback for the employee regarding how the organization views his or her performance.
- iii. Evaluations of relative contribution made by individuals and entire department in achieving higher level organizational goals.
- iv. Reward decisions, including merit increases, promotions, and other reward.
- v. Criteria for evaluating the effectiveness of selection and decisions inducing the relevance of the information used in these decisions.
- vi. Ascertaining and diagnosing training and development needs for individual employees and entire divisions within the organization.
- vii. Criteria for evaluating the success of training and decisions
- viii. Information upon, which work scheduling plans, budgeting and human resources planning can be based (Szilagyi & Wallace, 1980).

2.2.8 Guaranteeing Successful Performance Evaluation Generally

In each organization the part of motivated workforce is vital. Staff improvement, staff motivation, viability and proficiency are altogether elements of a compelling performance appraisal. This is on the grounds that a successful performance appraisal is the solitary methods for reflect by which managers can decide if a specific staff is progressing admirably. In the event that the framework is powerful, it is likewise the lone route by which staff can evaluate themselves at work.

Not all performance is viable. By viability, it is outfitted at drawing out the ideal outcome or reason. For a performance appraisal to be successful it should have the accompanying highlights:

- a. It should be arranged in agreement with the staff in type of target setting as in management by objective (MBO).
- b. The framework should be characteristic engaged as well as ought to be founded on performance at work.
- c. To guarantee viability, performance appraisal should not be a yearly occasion in particular, however a ceaseless exercise dependent on ordinary performance at work.

- d. There ought to be proof in choice of the organization as far as promotion, discipline, transfer, and so forth, that the activity is valuable and not simply a custom.
- e. For a performance appraisal to be effective, it should not empower the supervisors to the extent of making them to “play god” and thus be able to favour some and punish others (Kayode, 1988).

2.3 Employee Motivation

The word motivation came from the Latin word "motives" ("A moving cause") it is gotten from Motus (moved). As per the new encyclopedia, Britannica, " The term motivation popularly refers to the causes of behaviors i.e., wherever it is within the individual that incites actions". Furthermore, motivation is defined as the propensity to act in the direction of a particular outcome' or set of outcomes, it is also a function of needs and the perceived possibility that these needs meet" (Waindall, 1974).

According to Heyel (1976), ‘Motivation is the degree of readiness of an organism to pursue some designated goal, and implies the determination of the nature and locus of the forces inducing the degree of readiness’

According to Psubba and Rao (2008), “motive is an inner state that activates, moves, directs or channels behaviour towards goals”. Motivation therefore represents “an unsatisfied need which creates a state of tension or disequilibrium, causing the individual to move in a goal directed pattern towards restoring a state of equilibrium by satisfying the need.”

Gbadamosi (1996) says “motivation is the individuals desire to show the individuals’ behaviour and might be thought of as “will to do” factors influencing the display of work-related behaviour.” Motivated organizations are set up to accomplish some particular objectives. Employers and employees do cover their work towards the acknowledgment of their objectives remembering that people establish utilitarian activities in the fulfillment of corporate objectives. The individuals who oversee organization are continually and consistently confronted with tremendous distinction in productivity of their employees. The purposes behind these distinctions are differed and complex e.g., supervisors' style and the award framework (pay) etc., Managers are leaders in organization need to comprehend the different ways to deal with

motivational issues of their subordinates. This is predictable with the generally concurred view that it is the managers' assignment to coordinate his/her subordinate so they can fulfill their need however much as could be expected in advancement of the targets of the organization on the off chance that it is to be successfully productive. Individuals are the best resource of any organization and lamentably, they are as yet the lone resource that can effectively neutralize the organization objectives. The embodiment of persuading subordinate consequently is to set the best out of them (high efficiency) by making the readiness to invest energy such that license both the accomplishment of the objectives of the organization and the goal of the workers. Motivation is in this way, equivalent to efficiency improvement.

Productivity according to Joseph K.J (2007) is defined as the “efficient use of resources, labour, capital, land, materials, energy, information etc., the production of various goods and services, higher productivity therefore means accomplishing more with the same amount of resource or achieving higher output using the same amount of input. The national productivity center on the productivity scheme defines it as effective and efficient performance resulting in high level output with minimal waste and cost in energy and time with optimum satisfaction of the people involved.

2.3.1 Characteristics of Motivation

- 1. Energy Arousal:** This is the inner urge that prompts us to mobilize resources and achieve our goals.
- 2. Direction of Efforts:** This is towards the particular goals of interest, meaning that our effort is not aimless or random, but focused on the attainment of a particular goal.
- 3. Sensitivity to Relevant Stimuli:** This implies that we give selected attention to the accomplishment of the objectives while ignoring the irrelevant ones.
- 4. Organization:** The response unit is organized in an integrating pattern.
- 5. Persistence of activity effort enduring until the initiating condition change.**

2.3.2 Ways of Motivation

Two primary components that can motivate individuals are of two types. One is the positive method, also known as a pull system, and the other is the negative approach, also known as a push system.

Positive method: People are considered to be motivated when they are offered a reward and how to obtain it. Such a reward might be monetary or non-monetary. Different incentives, pay plans, and profitable bonus systems are examples of monetary motivation. Non-monetary incentives might include praise for one's performance, participation in management, social recognition, and so on. Non-monetary incentives satisfy the man's desire while monetary incentives give a better quality of living for the employees. Positive motivation incentives aim to develop a positive attitude in the workplace.

Negative Method: It is possible to get the desired results by instilling dread in people's minds. The workers are kept in the intended path by the dread of the repercussions of doing the incorrect thing in this approach. There are a few drawbacks to this technique. Fear creates frustration, a hostile state of mind and an unfavorable attitude towards the job which hinders efficiency productivity.

2.3.3 Motivational Steps

The following are the measures that should be taken in motivation, according to Judious (2007):

- Analyzing circumstances that need motivation
 - Creating a motivational toolkit.
 - Choosing and implementing an effective incentive system
 - Following up on the application's outcome
1. Assessing: This phase entails determining the various requirements of individuals. After that, one may figure out what inspires them.
 2. Creating a list of motivators: The list of motivators should be created based on the people's stated needs.

3. Choosing and Applying Motivation: Only a few motivators should be chosen and used wherever and whenever they are required.
4. Feedback: Once the motivators have been implemented, it is critical to assess their effectiveness.

2.3.4 Test of Motivation

Two fundamental kinds of motivation are regularly distinguished viz:

- Intrinsic
- Extrinsic

Intrinsic Motivation: This is the motivation that is inside the person that is, internal motivation and consequently it is controlled. The need, needs, wants, which exist inside an individual make up his internal motivation. These elements impact him by deciding his contemplations which thus lead to his conduct in a specific circumstance. An individual's particular requirements, needs and wants are interesting, that different people may endeavor to impact him at the same time, eventually, the choice concerning what he, at the end of the day, needs or needs rest with him alone. Also, these are dictated by the variables that structure his character, His genetic and psychological make-up, as well as his educational background. Notwithstanding every people's one-of-a-kind characteristic and diverse need and needs, certain requirements and needs are adequately comparative to empower individuals to utilize and shape normal association to accomplish fulfillment. A few hypotheses exist which distinguish those requirements normal to all people. By monitoring these normal necessities, supervisors can endeavor to spur their representatives to act to the advantage of the association in spite of the uniqueness of the individual laborers and their requirements.

Extrinsic Motivation: This is an external one. It is accordingly manipulatable in industry, it identifies with the workplace; henceforth it tends to be affected or traded. External motivation encompasses both internal and external forces, including job context factors such as salary, working conditions, and business policy, as well as job context items such as recognition, advancement, and responsibility.

Because employees react emphatically or negatively to whatever the supervisor does, it is critical for the management to apply external motivation, which results in

good responses from employees. Positive responses will demonstrate that his subordinates are dedicated to the organization's success. A manager can use external incentive that is either positive or negative. Positive motivation incentivizes deserving accomplishment. Negative motivation heightens discipline or increases the risk of discipline if performance is subpar but still meets organizational goals.

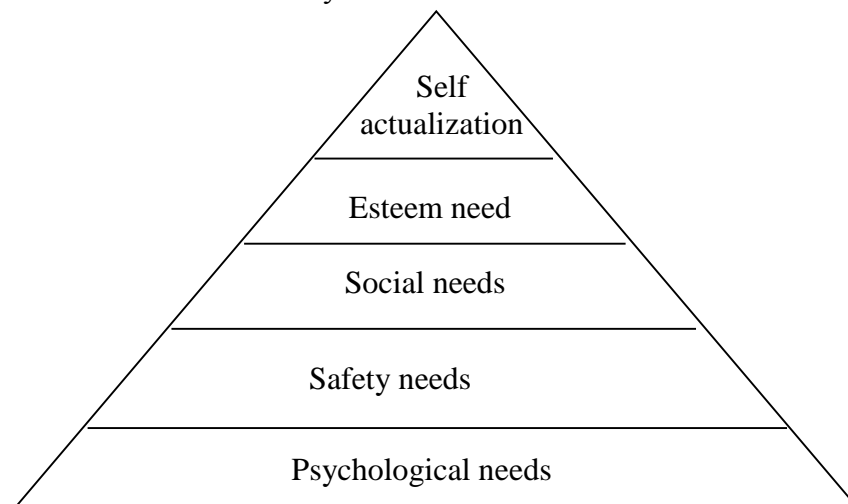
2.3.5 Theories of Motivation

1. Maslow's Hierarchy of Need Theory

Quite possibly the most well-known theories of human motivation were figured by Abraham Maslow (1943). He propounded the need hierarchy in which he points that man is a wanting animal driven by unsatisfied needs which influence his behaviour. Maslow theory is based on the following propositions. Man's needs are arranged in a hierarchy of importance ranging from the lowest needs, physiological to safety, love (social), esteem (ego) and finally self-actualization. This hierarchy of preparing urgency of satisfaction means that the most urgent need will monopolize the individuals' attentions while less proponent needs are minimized.

Man is continually wanting therefore; all needs are never fully satisfied. As soon as one need is satisfied, the urgency diminishes and another need emerges to replace it. This is a never-ending process. Once a need is fairly well satisfied, it is no longer a motivator of man's behaviour, he or she is inspired by the next higher level of displeased need.

Figure 2: Maslow's Hierarchy of Needs



Source: Abraham (1943)

Physiological Need: This consists of the basic needs of life, food, water, shelter and sex. He contended that a “person who is taking food, safety love and esteem probably would hunger for food more strongly than anyone thing else.

Safety Need: These needs include physical safety from economic disaster unexpected loss of job and fringe benefits.

Social Needs: Here there is the need for love, affection and desire for companionship or association with other people.

Esteem Needs: This is the need for awareness of importance, desire for social approval and self-assertion.

Self-Actualization: This refers to the desire for self-fulfillment and achievement. It is the highest level of need with the lowest priority. Similarly, some scholars try to sum up these five needs into two categories of primary and secondary needs, physiological and psychological needs.

i. Physiological Needs: Because they originate from the necessity to sustain life. The “economic man” model assumes that there is the sole need to people which when threatened by mechanization, automation and economic recession give rise to much and strongly motivated activity. The other two he called secondary needs because they are intangible and vary intensely from individual. The first in this category are:

- The need for physical association and contact
- Love and affection
- Acceptance

The last category is termed egoistic needs which are derived from one’s egoistic need for (i) recognition (ii) independence (iii) achievement.

He maintained that through a person’s needs, a reasonable point of acceptance by a group, one usually does not wish to merge with it to the point of losing personal identity.

Classical theorist may disagree with some of the concepts of need theory since they think that money is the primary motivator of the employee. Another theorist

claims that money can satisfy certain demands, but that intrinsic incentives, which are given by the employee himself, are the primary motivators.

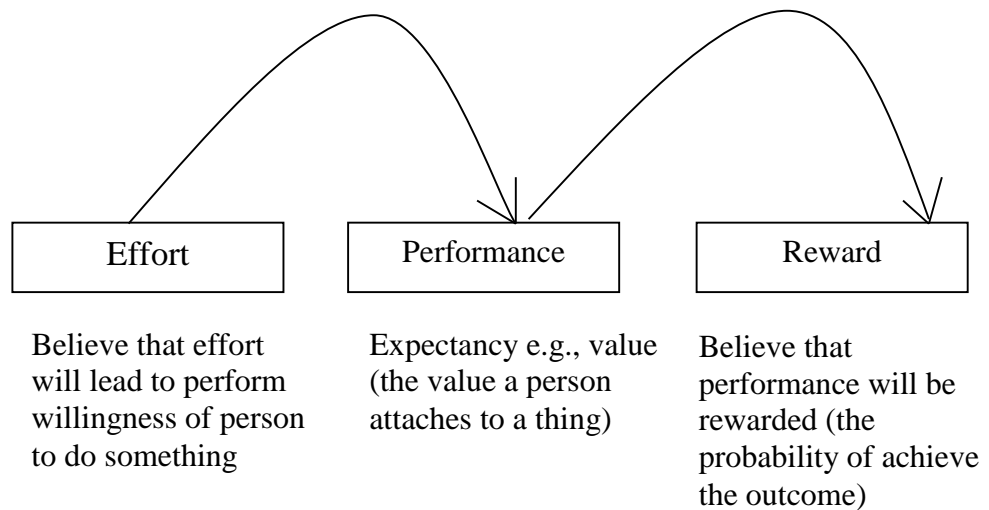
These two views might perhaps be harmonized in the way by McDormid (1960). Money, he said, might be utilized to assist meet the levels of Maslow's hierarchy of needs theory.

McDormid (1960) said, Money's original meaning is to meet basic physiological requirements such as food, clothes, and shelter; only when these basic needs have been met to a reasonable degree can any significant quantity of money be focused toward meeting additional wants. McDormid regarded the desire for financial stability as an expression of the need for safety. Money, he said, acts as protection against physiological need as well as the high cost and financial drain of bad health, old age, and unemployment. "To many persons, their salary is an indication of their work". The hierarchy has a great deal of common-sense validity and points to some of the factors that motivates people in business and other types of organization. Like Donnelly (2007), stated that to maintain most Organization in the industrialized nation of United State of America, Canada, Japan is successful in using the lower order needs in satisfying the needs of their employees thereby having higher productivity.

2.3.6 Victor Vrooms' Expectancy Theory

This hypothesis is likewise alluded to as performance assumption hypothesis or instrumentality hypothesis. It is so named in light of the fact that it regards motivation as a component of people's assumptions regarding the connection between his/her endeavors, the adequacy of those endeavors and the prizes they acquire.

As indicated by this hypothesis, individual will be roused to deliver at undeniable level in the event that he sees that his work will bring about effective performance. Moreover, the individual should see that effective presentation will bring about result or rewards. The individual should determine the amount he wants the different results or award he will acquire conceded that he performs effectively; wanted result can be of two kinds.



Intrinsic rewards that relate directly to the nature of work itself and intrinsic rewards that do not relate directly to the nature of the work e.g., salary increases, promotions etc. this theory consist of four basic components; efforts, values outcomes (rewards) and performance.

An employee who has been putting much effort in his job expects a good pay or promotion. If he places much value on this and if it is given to him, he will be motivated for higher productivity. This motivation will be sustained only if his salary is increased or if he is promoted.

2.3.7 Theory of (X AND Y) by Douglas McGregor

McGregor is particularly popular for his influential models in which he contracted two views of man in the working situation. This, he conveniently term “theory x and y” McGregor’s theory x and y are essentially set of assumption of management that underline its behaviour. He incorporated both internal and external motivation. In his book, “the human side of enterprise he postulated external motivation as manifested in the assumption the manager makes regarding the attitudes of the subordinates and that employees are indifferent to organizational goals”. He emphasized that general supervising may take the role of strict monitoring, allowing employees to pursue their own aims while contributing to corporate goals.

i. Theory X

The set of assumption in this theory regards employees as being inherently lazy, requiring coercion and control, avoiding responsibilities and only seeking security.

This is substantially the theory of scientific management, with its emphasis on control and intrinsic rewards. In this theory,

McGregor emphasized that an average person should be forced or coerced, controlled, threatened with punishment to get him put forth adequate effort towards the achievement of corporate objectives. The average person is self-centered and indifferent to corporate goals.

ii. Theory Y

While theory X is criticized for being too harsh, autocratic and critical about workers, theory Y is said to integrate individuals and organizational goals. It created conditions that will enable employers of the organization to direct their efforts towards the success of an enterprise.

The theory assumed that an average person is not by nature passive or assistant to the organizational needs and that the expenditure of physical and mental effort at work is as natural as play or rest. It also assumes that external control and threat of punishment are not the only means of bringing about efforts towards organizational objectives and the average human being learns under proper conditions not to accept but to seek responsibility. He further emphasizes that employees will exercise a relatively high degree of solution to the organizational problem when managed by self-directive and control.

2.4 Relationship between Motivation and Performance

There are three hypothetical relational words about the relationship between motivation and performance. They are as following:

- a. The first view is that inspiration prompts improved work execution. This view got its driving force from the Hawthorne contemplates and was enormously evolved by the defenders of the human relations school of considerations who accepted that happy workers are productive workers. This view also held by Herzberg (1959), since they believed that establishing job with motivators would subsequently lead to a high level of motivation and consequently improved performance.

- b. The second view is that performance causes motivation but will intervening variables of reward and equity; porter and Lawler are the main proponent of this view. In a study carried out by Greene (1972) he found that significant connection was obtained between performance and reward granted and subsequently between rewards and motivation. Thus, upholding porter and Lawler's proposition that differential performance determines rewards and rewards produce variance in motivation.
- c. The Third view that is being proposed by some reinforcement theorists is that there is no inherent relationship between motivation and performance towards this end, Cherrington (1971) found that subjects who were rewarded reported significantly greater satisfaction than those who were not rewarded, performance were also higher for rewarded subjects.

In Nigerian Work Organization employee performance is not difficult to gauge or assess for the most part than motivation. In this way, the relationship among motivation and performance isn't exceptionally straight advance. Notwithstanding, there are numerous exemptions for high motivation creating high or most extreme performance. There could be a few events when workers with low upright increment their performance because of a paranoid fear of losing their positions particularly during the times of retrenchment. This sort of circumstance anyway isn't useful for the developed person who needs self-motivation for the manager who needs to utilize self-motivation individuals. For the organization which need to give the important labor and products and for the general public whose modernization relies upon organization development. On the off chance that we need to improve performance, we need to cultivate the will to work among employees.

2.5 Promoting the desire to work

To give a portion of the procedures which might be helpful in encouraging the will to work among employees, it is important to find a portion of the reasons why workers in organization limit their yields.

For the most part, specialist in Nigerian work organization confine their yields mainly on account of Insecurity. In the event that you are a manager, before you can lessen the weakness of your subordinates. It is vital for those above you to decrease

your own security. The wellsprings of weakness in the organization are numerous in the common assistance for instance, goals are not unmistakably set out for the people and the way toward accomplishing it is consistently influenced by environmental constraints (e.g., precarious political environment, economic factors, SAP "specialized changes and individual emergency").

These conditions make pressure for the worker which further mixtures the disarray. Besides, individual satisfaction dependent on confidence, acknowledgment progression and self-realization might be hard to accomplish under these questionable conditions. These days, anyone could be terminated with or all of a sudden and there is not really any friendly or emotionally supportive network to cater joblessness. Besides, it is noticed that even the most modern occupation as far as expertise prerequisite and distinction turns out to be profoundly standard for the person at a specific stage. Thus, we may say that work at last turns out to be profoundly standard giving practically zero difficulties to the developed person. One method of managing this is the use of procedures in conduct science, for example, work improvement, work expansion, work turn and self-ruling work gatherings.

This and different techniques are useful in cultivating the will to work. The way in to this is to ask what you an individual need from your work. The rundowns will presumably incorporate a decent salary, security and fascinating position and challenge and cooperation in your everyday exercises. Others will presumably incorporate the nobility of work (regard for partners, friends, subordinates and residents agreeable and self-working conditions freedom to be dealt with decently and freedom to learn and gain ground in the work. A skillful manager will actually want to distinguish the need of his request staff particularly those that are not sensibly fulfilled in the work circumstance and afterward accommodate these requirements.

You should move individuals starting with one occupation then onto the next (job rotation) or change the work content to address a portion of the issues of the worker. This load of focuses raised depend on the perception from a few works particularly crafted by Maslow and Herzberg are extremely useful in these investigations. Maslow's hypothesis of motivation focused on that people are motivated to fulfill diverse sort of requirements, some of which are more defender than others.

Prepotency implies outweighing Maslow's hypothesis expresses that of some of individual's need are unsatisfied at some random time, fulfillment of the most defender ones will be more squeezing than that of the others. The accentuation is to show that individuals have various requirements and the degree to which a given need is satisfied relies upon singular character. It is essential for Nigerian workers to be supported so they will secure the position fascinating and develop self-assurance that will prompt their performance.

2.6 The Determinant of Organizational Performance: A Conceptualization

Reward and motivating forces overall contribute monstrously to methodology performance by forming the conduct of organization members. The feasibility of the incentive structure in terms of motivating people for high productivity is one of the most important factors influencing an organization's success. There are significantly two fundamentally customary prize frameworks that have been utilized by organizations throughout the long term.

Individual Reward Systems Based on Output and Time

The first is a time-based incentive system based on individual output. Paying workers for measurable production has a long history. Spinners and weavers were paid depending on their output during the time of Nebuchadnezzar, King of Babylonia (CG. 600 B.C.). Piece-rate remuneration was also employed by the Chaldeans in the fourth century B.C. Piece-rate pay was the custom in the manufacture of oars over 2000 years later at the arsenal of Venice, although day rates were provided to those who attached exposed beams and planks (George, 1968). Time-based compensation, on the other hand, which can be hourly, daily, weekly, monthly, or yearly, has a long history of use in businesses around the world.

2.6.1 Merit Reward Systems Based on Individual Judgment

Aside from a certain time sensitive framework which gives off an impression of being transcendent in the most undertaking, one way to deal with compensating performance among middle class workers is the judgment-based merit reward framework. For the most part, some type of rating scale or positioning strategy is utilized to assess singular occupation performance, and this is utilized to decide different organizational interceded rewards, for example, salary increment, yearly

salary increase, advancement, bonus for mishaps and employment confirmation. The logic for these techniques is based on the fact that if performance is the basis for compensation, it will have an influence on worker productivity.

2.6.2 Setting and Managing Goals by Objective

Setting Goals:

Aims are strategies that are presented in order to be carried out. Goals, in the broadest sense, comprise objectives, missions, destinations, targets, specified deadlines, and so on. Despite the fact that goal-setting and goal-oriented management are quite similar, there are distinct differences between the two intercessions. The most obvious variation is in the target population: goal-setting programs are frequently lead for single workers; management by objectives programs are jointly tried for managerial and skilled personnel. As a result, the two sorts of interventions are important indicators for evaluating an enterprise's performance.

Objective Oriented Management

As previously said, the objectives-oriented management intervention is similar to goal-setting, but it is definitely more comprehensive, encompassing much more activities than simply defining yearly goals for organizational units.

While goal-setting programs are frequently used for individual hourly employees, management by objective combines individual and group objectives with overall organizational goals and attempts to organize this link by involving all levels of management in the goal-setting process. In his book, Peter Drucker introduced the technique for the first time. "The practice of management". Management by objectives has sparked a lot of debate, assessment, and study since then (Stoner, 2005). A systematic set of procedures for management by objective begins with goal development and continues through performance evaluation. According to Carrol and Tosi (2002), the most effective objective oriented management programs include the following six characteristics:

1. Commitment to the program: Every level of management must be dedicated to attaining personal and organizational objectives.

2. Goal-setting at a higher level: The most effective MBO programs generally begin with the senior executives who establish the organization's strategy.
3. Individual objectives: Each manager and employee have work duties and objectives that are clearly stated.
4. Participation: The more managers and employees participate in goal-setting, the more likely the goals will be met.
5. Individual autonomy in plan implementation: Once the goals have been agreed upon, people can select how to attain them.
6. Performance review: Managers and employees meet on a regular basis to discuss progress toward the goal.

2.6.3 Selection of Staff

The type of staff enrollment for certain tasks in an organization has a major impact on the company's production pattern and, as a result, on its overall performance. This emphasizes the importance of hiring the appropriate people, which, of course, is contingent on employing the correct approach. The cycle of staff selection is guided by three maxims (American Psychological Organization, 1990).

1. Individual differences in personal traits and background are frequently;
2. Consistently connected to individual variations in job behavior;
3. It is in the best interests of a commercial company and its employees to create and use knowledge regarding relevant differences in choosing individuals for positions. A variety of approaches have been developed to aid businesses in selecting the proper sort of employee against this backdrop. Tests, interviews, personal history data reference checks, and realistic work previews are five of these approaches that are commonly used.

2.6.4 Training and Development

Training and development of an organization's workforce are critical components in improving its success. "Training programmes are directed towards maintaining and improving current job performance while development programmes

seek to develop skill for future jobs” (Stoner, 2005). The phrases refer to an organization's planned efforts to assist workers in learning work-related behavior.

There are several distinctions between training and education. Training, in general, refers to a procedure in which a taught outcome may be described in terms of specific behavioral responses. In contrast, the process might be classed as education if certain actions cannot be identified or if the training is meant to transfer information to a range of settings. As a result, it has been proposed that, whereas training narrows the range of answers among trainees, education broadens the range of responses. (McGehee, 2007)

Three major demands are met by training. enhancing talents, disseminating information, and influencing attitudes. Comprehensively talking, every one of the three reasons for training recognized before suggests an alternate Training philosophy

1. Skill structure suggests an accentuation on training
2. Imparting information proposes a show mode; and
3. Changing perspectives infers a serious level of interest.

One significant motivation behind why training assumes a critical part in an organization's performance identifies with the way that numerous ways to deal with efficiency improvement require performance by managerial staff who thusly require training. The following size predictions are based on a review of the literature on the effects of training on venture performance:

- i. Job: Specific training programs are by and large more successful than general educational program.
- ii. Long training programs are for the most part more fruitful than brief training programs.
- iii. Programs that include practice and active involvement are more likely to succeed than those that only provide passive instruction.
- iv. In general, programs that provide input in addition to instruction will be more effective than those that provide training without criticism.
- v. Programs that provide visual examples of compelling position performance will be more successful in general than those that do not.

- vi. If a preparation program is to be successful, management support for Training is critical.

The above six hypotheses serve as a yardstick for evaluating the importance of an organization's preparation and the potential impact of such training on overall performance.

2.6.5 Leadership

There are many different interpretations of leadership, each with different consequences and levels of emphasis.

In a nutshell, leadership is described as the ability to manage, influence, and convince people to carry out tasks in order to achieve a stated, precise objective.

Leadership is an essential component of every business. The leadership of an organization provides incentive for arduous labor and adequacy. If leadership is successful, it is anything but a quest for improvement. The question is, what kind of leadership behavior are most conducive to collective viability? Also, how much control (power, involvement, and influence) should individuals in work groups be given?

O'Reilly and Weitz (1980) conducted a research that focused on the behavior of leaders in an organization and how it affected employee performance. According to the survey, some managers who were classed as having an employee orientation offered workers who performed badly very little oral or written warnings. Before dealing with performance concerns, these supervisors frequently allowed a long period of time to pass. They were also unwilling to terminate employees who were underperforming. Surprisingly, supervisors with a confrontational attitude issued more frequent oral and written reprimands, allowed less time to pass between alerts and excuses, and were more likely to terminate underperforming employees.

Behavioral consistency, which has been linked to leadership adequacy, is another aspect of leadership behavior that has been found as beneficial to an organization's performance. This is especially true when task requirements vary.

The degree of control placed on employees is the final aspect of leadership behavior that impacts organizational success. On the effects of participatory decision

making on group effectiveness, a substantial body of literature has collected. The great majority of these research find that increasing worker engagement in decision-making leads to higher productivity (Hinrichs, 2008).

2.6.6 Organization Structure

Structuring of an organization alludes to the conventional plans that occurs in an organization, that is:

1. Ways positions are characterized and consolidated, also called specification, formalization and departmentalization.
2. The appropriation of power, obligation and regulation, and
3. The organization's size and current condition.

Albeit the vast proposition of the studies pertinent to organizational effectiveness and performance relationships have yielded few consistent findings, there are some generalizations emanating from most of the existing studies (Dalton, 1990). The heaviness of proof recommends more prominent organization performance if various underlying measurements win in such enterprises. In any case little unit enterprises produced more noteworthy outperformed large organizations. According to Peter and Waterman (2002), the tiny unit was more successful than those at large facilities because it was more motivated. A second reason was proposed: small size leads to fast action, which slows learning; big size, on the other hand, implies significant communication and decision-making costs, which frequently outweigh technologically driven economies of scale.

Furthermore, enterprises that have moderately progressive levels are accounted for to encounter more noteworthy organization performance than those with numerous various leveled ones.

2.7 Summary of the Review

Quite possibly the main motivation strategies for employer includes keeping a quiet working environment. A climate that is the structure antagonism motivate employee to show up to work each day. Employment ought to guarantee that their workers have agreeable and ergonomic watch station to do their everyday office activities. It is additionally indispensable to address any grumbling about office space

right away. Employee work better in spaces that are inventory and liberated from struggle.

Acknowledgment is fundamental in propelling employee individuals who work in group ought to be perceived when they make commitments. Employee need to feel recognize for the exertion they provide for an organization. It is the obligation of the manager and group leader to guarantee that each individual in the organization feels as though the person have a place with a group.



CHAPTER THREE

METHODOLOGY

This section focuses around the efficient methodology for taking care of the research problem in the study and features, instruments and strategies used to look for answers for the research problem. It includes the study design, sample population, sample frame, sample size determination, sampling methodologies, research instruments, research instrument validity and reliability, and data processing methods. The purpose for this is to inspect employee motivation on organizational performance.

3.1 Research Design

The study design, according to Coopers and Schindler (2006), is the framework of an inquiry aimed at finding variables and their connections to one another. It refers to the study's blueprint, plan, and instructions for doing data analysis. If research issues and hypotheses are to be effectively addressed, it is a vital phase in the research process. The survey approach, as well as descriptive and causal study designs, were employed. The descriptive research design was used to describe some phenomena because it assists a researcher in gathering, summarizing, presenting, and interpreting information for the purpose of clarification, whereas the causal research design was used to describe the effect of one variable on another, establishing a cause-and-effect relationship (Mugenda & Mugenda, 2003). For this study, the researcher also used the survey technique since it allows for the collection of huge volumes of data from a broad population in a cost-effective manner (Osuagwu, 2006).

3.2 Population of the Study

Selltiz, Wightman and Coors (2006) define population as the aggregate of all cases that conform to some designated set of specifications. The population for this study is comprised of (200) employees of the organization inside which information were acquired to address the whole workforce of different organizations. The questionnaires will be circulated to 150 respondents in the parts of the organization (50 respondents for each branch).

3.3 Sample Frame

This is the list of all the workers used as a representative of the population in a study. It refers to a collection of all the items that constitute a population from which a sample is drawn (Mugenda & Mugenda, 2003).

3.4 Sampling Size

Sampling is the process of selecting a segment of people from a target population in order to estimate the characteristics of the total population (Singh and Masuku, 2014). It is critical to utilize a sufficient number of individuals in order to increase the likelihood that the study's findings will be more generalizable and interpretable (Mugenda, 2008).

The sample size was determined with the help of the “sample size deciding for research activity table” created by (Krejcie and Morgan, 1970). The sample size was calculated using a 5% marginal error (confidence interval) and a 95% confidence level. As a result, with a sample size of 200 people, the sample population for the research is 150.

3.5 Sampling Technique

The researcher received the delineated sampling technique method. This mix emerges in order to limit the bases of the sample. All the more significantly, the method was picked in light of the fact that it's anything but somewhat simpler to apply where huge population of this nature is included. The defined inspecting technique was utilized to split the population into sensible unit between the division of different regulatory segments of the organization.

3.6 Sources of Data Collection

Data collection includes gathering of applicable and significant information utilized for leading a specific research work. It is the reason for securing information. Data can be gathered in two different ways which are; Primary and Secondary Data.

The primary source data gathered is from the actual organization. Contains the ranking staff, middle staff and junior staff. Furthermore, data was given by the organization top administration level.

Finally, the primary sources of information gathered was for the most part utilized in light of the fact that it is more dependable and exact, and it gives direct perceptions that are liberated from expositions.

3.7 Tool for Data Collection

The questionnaire was utilized to gather data for this study, and the surveys were self-administered. A questionnaire is a structured or semi-structured instrument that consists of a series of questions that people must answer in order to give data for a specified goal. The study objectives, research questions, and research hypotheses are all addressed throughout the questionnaire (Mugenda and Mugenda, 2003). The questionnaire was designed with closed-ended questions in mind, with the goal of eliciting concise and precise responses from the participants. Based on the research of Adeniji, (2011); Kibui, Gachunga, & Namusonge, (2014); and McAllister, (2015), the questionnaire was adopted and changed (1995).

The questionnaire used in this study is divided into three sections. Segment A was based on the respondents' personal information, which included eight (8) items, while Segment B included explanations regarding work environment motivation and Segment C included remarks about employee performance. A five-point Likert scale (5-Strongly Agreed, 4-Agree, 3-Undecided, 2-Disagree, 1-Strongly Disagree) was used to best depict the respondents' level of agreement with everything in the questionnaire.

3.8 Validity and Reliability of Research Instrument

The validity of test reveals the degree to which a measuring instrument measures what it is intended to measure Norland (1990). According to him, study results determine the correctness and importance of inferences. The degree of measurement error built into the research instrument determines its validity.

The research's validity was determined using content and face validity. The extent to which a measuring instrument offers enough coverage for the current research is known as content validity. Research items, on the other hand, assess the study's variables, whereas face validity is a face-to-face verification. The validity of the research instrument may be determined by asking respondents several questions (Ojo, 2003).

In testing for the validity of the research instrument, it was observed that item-item questions significantly correlate with total score indicating that the items are correlated. With a 95% confidence level. Based on the output gotten, the significant value obtained by the sig. (2-tailed) of $0.000 < 0.05$, it was concluded that the Q1 -Q18 item are valid being within the threshold of ≤ 0.05 .

Research Instrument Reliability

The degree to which a measurement is consistent with comparable results across time is referred to as reliability. Measurements can be accurate but not helpful, but if they are useful or valid, they are unquestionably accurate. Furthermore, measures that are unreliable lack validity. When tests with comparable outcomes are repeated, reliable measures demonstrate consistency (Ojo, 2003).

The consistency of the result achieved with the instrument, as well as whether the instrument produces comparable, near, or the same result if the study is repeated under the same assumptions, is referred to as research instrument reliability (Osuagwu, 2006). Cronbach's alpha test involves comparing each measurement item to the other measurement item in order to get the average inter-relationship for all matched relationships. Cronbach's alpha technique of reliability is used to assess the trustworthiness of this study (Ojo, 2003). According to the literature, appropriate dependability should be between 0.70 and 0.80, however 0.60 may be acceptable. Cronbach's alpha test with a high value indicates that the instrument used in measurement is extremely stable, reliable, and certain (Singh & Masuku, 2014). As indicated in the table below, the construct's dependability score gave a Cronbach's alpha of 0.723.

Table 3.8.1 Reliability Statistics

Cronbach's Alpha	No of Items
0.723	18

3.9 Method of Data Presentation

Straightforward percentages were utilized to get an extent or part of the reaction to a specific question. While tables were utilized to demonstrate the roles and columns, and furthermore to help the comprehension of the data presented.

3.10 Method of Data Analysis

Data collected were analyzed and interpreted using the chi-square to test the hypothesis of this research work. According to Obikeze, (1980) “Chi-square is the most popular statistic tools employed in the social sciences. It has dual application. First it is used as a test of significance of difference between observed frequencies and what is expected by chances; secondly it is used as measure of association between nominal variables”.

The formula for the test chi-square is

$$X^2 = \frac{\sum (F_o - F_e)^2}{F_e}$$

Where X^2 = Chi square

F_e = Expected frequency

F_o = Observed frequency

\sum = Summation

3.11 Ethical Consideration

- i. The university and department management were notified via the thesis research proposal form.
- ii. The researcher sought official oral approval from the organization's human resource administrator.
- iii. The researcher maintained the confidentiality and security of the participants' information.
- iv. Throughout the research, the researcher avoided making any deceptive statements or queries.

- v. The researcher ensured that individuals were not forced to participate, but they did so willingly.
- vi. The researcher also ensured that the participants were free of any bodily or emotional harm.

3.12 DATA PRESENTATION, ANALYSIS AND DISCUSSION

This section presents and examines the analysis of data gathered from different respondents who filled the questionnaires. The open-ended questions and observation produced qualitative data. The qualitative data was examined using content analysis. Consequences of the data analysis gave information that framed the reason for discussion, conclusion and interpretation of findings and recommendations of the study.

3.13 Data Presentation and Interpretation

The data introduced beneath depended on finished duplicates of questionnaires. 80 duplicates of questionnaires were administered and 70 were returned. The reaction rate was considered suitable and satisfactory with the end goal of this research. The respondents are chosen staff workers in the organization. The variable number of respondents and the percentage are displayed in the table that follows.

The researcher adopted the utilization of chi-square strategy as premise of settling on choices as to dismissals and acknowledgment of the hypothesis expressed in this study.

Table 1: Classification of respondent by gender

Sex	No. of Respondents	Percentage (%)
Male	94	62.7
Female	56	37.3
Total	150	100

Source: Field Work

From the table above, it was discovered that 94 respondents representing 62.7% are male while the remaining 56(37.3%) are female. It can be widely seen that the population entails more males compared to females.

Table 2: Marital Status of respondents

Marital	No. of Respondents	Percentage (%)
Married	64	42.7
Single	86	57.3
Total	150	100

Source: Field Work

From the table 2 above, it is seen those 64 respondents representing 42.7% are married while the remaining 57.3% respondents are single.

Table 3: Age classification of respondents

Age	No. of Respondents	Percentage (%)
20 – 30	27	18
31 – 40	75	50
41 – 50	36	24
50 and above	12	8
Total	150	100

Source: Field Work

The above table shows that 50% respondents are in the age group of 31 – 40, 36 of them in 41 – 50 which is 24%, 18% others are in the 20 – 30 years while 8% respondents are in the category of 50 years and above.

Table 4: Classification of respondents by educational qualification

Qualification	No. of Respondents	Percentage (%)
WASSCE	15	10
OND	10	6.7
NCE	3	2
HND	20	13.3
B.SC	76	50.7
M.SC/MBA/PhD	26	17.3
Total	150	100

Source: Field Work

The table above shows that 50.7% respondents are B.sc degree holders, 13.3% are HND holders, 6.7% OND, 10% WASCE holders, 2% NCE holders and 26 are M.sc/MBA/PhD degree holders.

Table 5: Classification of respondents by religious denomination

Religion	No. of Respondents	Percentage (%)
Christian	92	61.3
Muslim	46	30.7
Others	12	8
Total	150	100

Source: Field Work

The table 5 shows that 92 respondents are Christians, 46 respondents are Muslims while 12 respondents specified others.

Table 6: Classification of respondents on how long they have spent in the organization

Years spent	No. of Respondents	Percentage (%)
Above 10 yrs.	22	14.7
Above 5 yrs.	42	28
Above 3 yrs.	60	40
Above 2	26	17.3
Total	150	100

Source: Field Work

From Table 6 it shows that 22 respondents have spent above 10 years in the organization studied. 42 have stayed above 5 years, 60 respondents about 3 years while 26 respondents have stayed less than 2 years.

Table 7: Classification based on the state of origin

State	No. of Respondents	Percentage (%)
Edo	15	10
Osun	27	18
Lagos	46	30.7
Delta	12	8
Ogun	30	20
Benue	4	2.7

Kaduna	8	5.3
Rivers	8	5.3
Total	150	100

Source: Field Work

The table 7 shows a total of 150 respondents filled their states of origin

Table 8: Classification according to position in the organization

Position	No. of Respondents	Percentage (%)
Top Management	31	20.7
Junior Management	57	38
Non-management	62	41.3
Total	150	100

Source: Field Work

The table 8 shows that 20.7% respondents belong to the top management staff, 38% respondents belong to the junior management cadre while 41.3% belongs to the non-management cadre.

3.14 Analyses Descriptive of Data on Relevant Variables

The next section examines respondents' answers to claims about workplace motivation and staff productivity. Respondents answered whether they "strongly agree," "agree," "undecided," "disagree," or "strongly disagree" with the given statements. The following sections include statements and statistics illustrating the frequency and percentage distribution of answers together with

Table 9: Your organization take due cognizance of the fact that workers need to be motivated in their jobs based on observation.

Option	No. of Respondents	Percentage (%)
Strongly Agree	60	40
Agree	41	27.3
Undecided	10	6.7
Disagree	10	6.7
Strongly disagree	29	19.3
Total	150	100

Source: Field Work

According to the table above, the majority of respondents (60 percent) strongly agree with the statement. Furthermore, a substantial majority of respondents, namely 41 (27.3%), agree with the statement, while 10 (6.7%) are uncertain. Ten percent of respondents (6.7 percent) disagree with the statement, while the rest 29 percent (19.3%) strongly agree.

Table 10: Motivational factors stimulate employee's greatest contribution to the organization;

Option	No. of Respondents	Percentage (%)
Strongly Agree	80	53.3
Agree	22	14.7
Undecided	-	-
Disagree	23	15.3
Strongly disagree	25	16.7
Total	150	100

Source: Field Work

The table shows 80 respondents agree strongly, 22 respondents agree, non-undecided, 23 respondents disagree slightly while 25 respondents disagree strongly.

Table 11: There are factors that discourage employees contributing maximally

Option	No. of Respondents	Percentage (%)
Strongly Agree	30	20
Agree	60	40
Undecided	10	6.7
Disagree	30	20
Strongly disagree	20	13.3
Total	150	100

Source: Field Work

The table shows that 30 respondents (20%) agree strongly, 60 respondents (40%) agree slightly, 10 respondents (6.7%) could not decide, 30 respondents disagree slightly while 20 respondents (13.3%) disagree strongly.

Table 12: Reward system and training and development are often reviewed by your organization;

Option	No. of Respondents	Percentage (%)
Strongly Agree	25	16.6
Agree	40	26.7
Undecided	15	10
Disagree	30	20
Strongly disagree	40	26.7
Total	150	100

Source: Field Work

From the table 25 respondents (16.6%) agree strongly, 40 respondents (26.7%) agree slightly, 15 respondents (10%) not sure, 30 respondents (20%) disagree slightly while 40 respondents (26.7%) disagree strongly.

Table 13: Incentive increase workers performance in the organization

Option	No. of Respondents	Percentage (%)
Strongly Agree	100	66.7
Agree	50	33.3
Undecided	-	-
Disagree	-	-
Strongly disagree	-	-
Total	150	100

Source: Field Work

Table 13 shows that 100 respondents (66.7%) strongly agree that the company that provide incentive improve performance of their workers, 50 respondents (33.3%) agree slightly with the view.

Table 14: Changes in variable improve organization performance.

Option	No. of Respondents	Percentage (%)
Strongly Agree	60	40
Agree	40	26.7
Undecide	30	20
Disagree	20	13.3
Strongly disagree	-	-
Total	150	100

Source: Field Work

Table 14 shows that 60 respondents (40%) strongly agree 40 respondents (26.7%) slightly agree: 30 respondents (20%) not sure, 20 respondents (13.3%) slightly disagree while no respondent disagree strongly.

Table 15: Organization allow its workers to take due part in the decision-making process as it relates to their job.

Option	No. of Respondents	Percentage (%)
Strongly Agree	-	-
Agree	-	-
Undecided	-	-
Disagree	28	18.7
Strongly disagree	122	81.3
Total	150	100

Source: Field Work

From the table 15 above, 28 respondents (18.7%) disagree slightly with the statement while 122 respondents (81.3%) disagree strongly with the statement.

Table 16: Total quality management makes the organization to perform better

Option	No. of Respondents	Percentage (%)
Strongly Agree	100	66.7
Agree	39	26
Undecided	11	7.3
Disagree	-	-
Strongly disagree	-	-
Total	150	100

Source: Field Work

Table 16 shows that 100 respondents (66.7%) strongly agree with the statement while 39 (26%) agree with the statement and 11 respondents (7.3%) were undecided.

Table 17: Relationship exists between motivation and productivity

Option	No. of Respondents	Percentage (%)
Strongly Agree	70	46.7
Agree	49	32.7
Undecided	11	7.3
Disagree	20	13.3
Strongly disagree	-	-
Total	150	100

Source: Field Work

Table 17 shows that 70 respondents (46.7%) strongly agree with the statement, 49 respondents (32.7%) slightly agree with the statement while 11 respondents (7.3%) were not so sure and 20 respondents (13.3%) slightly disagreed.

Table 18: With motivation of employees, the organization usually achieves the objective and performance is increased.

Option	No. of Respondents	Percentage (%)
Strongly Agree	110	73.3
Agree slightly	40	26.7
Undecided	-	-
Disagree	-	-
Strongly disagree	-	-
Total	150	100

Source: Field Work

The table 18 shows that 110 respondents (73.3%) agree strongly that the organization achieves more result with motivation package for employees while 40 respondents (26.7%) agree slightly.

Table 19: The goals of the organizational performance are usually affected by employees' motivation

Option	No. of Respondents	Percentage (%)
Strongly Agree	131	87.3
Agree	19	12.7
Undecided	-	-
Disagree	-	-
Strongly disagree	-	-
Total	150	100

Source: Field Work

From table 19, it shows that 131 respondents (87.3%) agreed strongly with the statement while 19 respondents i.e., 12.7% agreed slightly.

Table 20: Good salaries and wages provided for workers by your organization is enough to increase the level of performance.

Option	No. of Respondents	Percentage (%)
Strongly Agree	38	25.3
Agree	40	26.7
Undecided	-	-
Disagree	36	24
Strongly disagree	36	24
Total	150	100

Source: Field Work

Table 20 shows that 38 respondents representing 25.3% agree slightly with the view expressed in the question, 40 other respondents agreed slightly, 36 disagree slightly and 36 respondents (24%) disagreed strongly with the view.

Table 21: Workers and managers have the same interest in the organization

Option	No. of Respondents	Percentage (%)
Strongly Agree	81	54
Agree slightly	40	26.7
Undecided	-	-
Disagree	11	7.3
Strongly disagree	18	12
Total	150	100

Source: Field Work

The table 21 shows that 81 respondents (54%) agreed strongly with the statement in view, 40 respondents (26.7%) agreed slightly; 11 respondents (7.3%) disagreed slightly, while 18 respondents (12%) also disagreed strongly with the view expressed.

Table 22: I am very satisfied with my job in the organization

Option	No. of Respondents	Percentage (%)
Strongly Agree	21	14
Agree slightly	48	32
Undecided	26	17.3
Disagree	36	24
Strongly disagree	19	12.7
Total	150	100

Source: Field Work

Table 22, shows 21 respondents (14%) agreed strongly with their jobs in their organization, 48 others (32%) agree with their jobs while 26 respondents (17.3%) expressed that they were neither satisfied with their jobs in their organization, 36 respondents (24%) disagree and then 19 respondents (12.7%) disagreed strongly.

3.15 Data Analysis and Hypotheses Testing

In the introductory chapter of this study, we formulated some hypothesis to guide the conduct of this study. We shall in this section, attempt testing these hypotheses in order to determine the acceptability and non-acceptability. The following hypotheses are tested:

Hypothesis One

H₀: Performance in organizational is negatively identified with motivating employees.

H₁: Performance in organizational is positively identified with motivating employees.

$$X^2 = \frac{\sum (F_o - F_e)^2}{F_e}$$

Where X^2 = Chi square

F_e = Expected frequency

F_o = Observed frequency

\sum = Summation

Data Test

The data used in testing this hypothesis was obtained from the questionnaire as reproduced in the table below;

Table 23: Model summary hypothesis 1 using Chi-square computation

Option	o	e	o - e	(o - e)²	(o - e)²/e
Strongly Agree	21	30	- 9	18	0.6
Agree slightly	48	30	18	324	10.8
Undecided	26	30	-4	13	0.43
Disagree	36	30	6	36	1.2
Strongly disagree	19	30	- 11	121	4.03
Total	150	150	-	512	17.1

Source: Researcher Computation

Conclusion Rule

Reject H₀, if chi-square X² calculated is greater than X² tabulated. Accept H₀, if Chi-square X² calculated is less than X² tabulated and vice versa.

Result

Using a level of significance of 0.05 (5%) the computed chi-square value of 17.1 against 5.99 implies that the alternative hypothesis be accepted.

Hypothesis Two

H₀: Critical relationship does not exist between CEO managerial objective and organizational performance.

H₁: Critical relationship exists between CEO managerial objective and organizational performance.

$$X^2 = \frac{\sum (F_o - F_e)^2}{F_e}$$

Where X² = Chi square

F_e = Expected frequency

F_o = Observed frequency

Σ = Summation

Data Test

The data used in testing this hypothesis was obtained from the questionnaire as reproduced in the table below;

Table 24: Model summary hypothesis 2 using Chi-square computation

Option	o	e	o – e	(o – e)²	(o – e)²/e
Strongly Agree	38	30	8	64	2.1
Agree slightly	40	30	10	100	3.3
Undecided	-	30	-30	900	30
Disagree	36	30	6	36	1.2
Strongly disagree	36	30	6	36	1.2
Total	150	150	-	1136	37.8

Source: Researcher Computation

Conclusion Rule

Reject H_o , if chi-square X^2 calculated is greater than X^2 tabulated. Accept H_o , if Chi-square X^2 calculated is less than X^2 tabulated and vice versa.

Result

Using a level of significance of 0.05 (5%) the computed chi-square value of 37.8. This value confirms the acceptance of the null hypothesis (accepted) and regulated of the alternative hypothesis.

Hypothesis Three

H_o : Through improved acknowledgment and progression, employees are not motivated by the training and development they have.

H_I: Through improved acknowledgment and progression, employees are motivated by the training and development they have.

$$X^2 = \frac{\sum (F_o - F_e)^2}{F_e}$$

Where X^2 = Chi square

F_e = Expected frequency

F_o = Observed frequency

\sum = Summation

Data Test

The data used in testing this hypothesis was obtained from the questionnaire as reproduced in the table below;

Table 25: Model summary hypothesis 3 using Chi-square computation

Option	o	e	o - e	(o - e) ²	(o - e) ² /e
Strongly Agree	60	30	30	900	30
Agree slightly	41	30	11	121	4.0
Undecided	10	30	-20	400	13.3
Disagree	10	30	-20	400	13.3
Strongly disagree	29	30	-1	1	0
Total	150	150	-	1822	60.6

Source: Researcher Computation

Conclusion Rule.

A chi-square value of 60.6 was computed, matched against a chi-square value of 5.99 at 0.05 level of significance, we also establish that the employees motivated through improved recognition and advancement they have on training and

development are positively related to organizational performance. Thus, the null hypothesis is accepted.

Hypothesis Four

H₀: Relationship does not exist among employee's choice of organizational individuals and performance in the organizational.

H₁: Relationship does exist among employee's choice of organizational individuals and performance in the organizational.

$$X^2 = \frac{\sum (F_o - F_e)^2}{F_e}$$

Where X^2 = Chi square

F_e = Expected frequency

F_o = Observed frequency

\sum = Summation

Data Test

The data used in testing this hypothesis was obtained from the questionnaire as reproduced in the table below;

Table 26: Model summary hypothesis 4 using Chi-square computation

Option	o	e	o - e	(o - e) ²	(o - e) ² /e
Strongly Agree	81	30	51	2601	120
Agree slightly	40	30	10	100	3.3
Undecided	-	30	-30	900	30
Disagree	11	30	-19	361	12
Strongly disagree	18	30	-12	144	4.8
Total	150	150	-	4106	170.1

Source: Researcher Computation

Conclusion Rule

Reject H_0 , if chi-square X^2 calculated is greater than X^2 tabulated. Accept H_0 , if Chi-square X^2 calculated is less than X^2 tabulated and vice versa.

Result

A test of the response for statistical significance at 0.05 level gave a computed chi-square value of 170.1. The value confirms the acceptance of the null hypothesis and rejection of the alternative hypothesis.

Hypothesis Five

H_0 : Critical relationship does not exist between the combined activities of these factors and performance in the organizational.

H_1 : Critical relationship exist between the combined activities of these factors and performance in the organizational.

$$X^2 = \frac{\sum (F_o - F_e)^2}{F_e}$$

Where X^2 = Chi square

F_e = Expected frequency

F_o = Observed frequency

\sum = Summation

Data Test

The data used in testing this hypothesis was obtained from the questionnaire as reproduced in the table below;

Table 27: Model summary hypothesis 5 using Chi-square computation

Option	o	e	o – e	(o – e)²	(o – e)²/e
Strongly Agree	38	30	8	64	2.1
Agree slightly	40	30	10	100	3.3
Undecided	-	30	-30	900	30
Disagree	36	30	6	36	1.2
Strongly disagree	36	30	6	36	1.2
Total	150	150	-	1136	37.8

Source: Researcher Computation

Conclusion Rule

Reject H_0 , if chi-square X^2 calculated is greater than X^2 tabulated. Accept H_0 , if Chi-square X^2 calculated is less than X^2 tabulated and vice versa.

Result

A test of the response for statistical significance at 0.05 level at 5.99 gave a computed chi-square of 37.8. The value confirms the acceptance of the null hypothesis.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

The principle focal point of this research has been on Employees Motivation and Organizational Performance. In compatibility of this, an audit of existing writing was done determined to discover works that has been done regarding the matter and furthermore, the position taken by the writer. The audit of past works uncovered that previous author's accentuations the significance of motivation of employees and organizational performance. The questionnaires administered on the respondents stated their viewpoints on the different questions posed. This to an enormous extent helped us in the testing of the formulated hypothesis; validation and invalidation of the objectives expressed.

The findings of this study are summed up as follows;

- i. It was found that organizations that motivate employees with different package given out to workers regularly improve performance.
- ii. The results from the field work are very revealing as it exposed a portion of the impressions the general population have about their organizational workers and their performance. The respondents through their reactions have come to uncover that however gigantic compensations and wages are paid, yet it's anything but enough to give the outright fulfillment that most workers merit. This is exhibited by a chi-square esteemed of 37.8 against 5.99 (at 0.05) level of importance, that is the impact of the factors on organization performance.
- iii. The emblematic warmth of the work one is doing is more than huge incentives. The study additionally uncovers that what causes workers to feel estranged regularly ascend from the refusal of the chance to utilize one's initiatives. In spite of the fact that the respondent consents to the way that they are much of the time permit to utilize their own drives however it is done from a restricted perspective as' the organization actually holds the right of over administering such initiatives.
- iv. The freedom to partake in decision making generally is by all accounts well with workers yet the degree of utilizing recommended contributions to the choice should be wanted a lot.

Employees ought to be viewed as a significant above different components of production, the most important asset accessible to an organization. This is on the grounds that they are an essential piece of the organization as such it is vital for organizations, in quest for a strategic advantage, to guarantee that the fulfillment of their workers is focused on. This is to ensure that employees have a positive attitude about work as a result of increased performance and productivity. Furthermore, it is critical to remember that a lack of appropriate drive leads to poor usefulness and vice versa. The study was also set off to look at the impact of motivation of employees and organizational performance. To accomplish this unbiased, we accumulate information from 150 employees of the organization examined, which we subjected to a chi-square test at a 0.05 degree of importance. In regard of the sample population overall our discoveries are: that employees all around need active inclusion in organization exercises. Motivation relies upon workers view of the likelihood of necessities being fulfilled. The study additionally uncovered that various natural occupation factors are the significant supporters of motivation and performance. And furthermore, that compensation gives off an impression of being the two motivators and dissatisfaction.

Finally, it was tracked down that, human components are major, associated factors in performance and beneficially in organization.

The formation of an animating, useful and fulfilling workplace can be helpful for both management and employees if legit concern is displayed for all parties. Accepting such a direction, a few ramifications for managerial practices can be drawn;

- i. Management should take active roles in overseeing motivational interaction at work. Overseeing motivation is familiar, purposeful conduct, it's anything but something that simply occurs.
- ii. Any endeavor by the management to improve the motivational levels of their subordinate ought to be introduced by a self-assessment with respect to the actual management. Is it accurate to say that they are mindful of their significant qualities and their significant limits? So, before the management endeavors to manage others, they ought to have their very own reasonable image job in the hierarchical environment.

- iii. It ought to be perceived that, distinctions for the employees have various inclinations for the prizes accessible for great performance.
- iv. In more extensive sense the management could concentrate on the nature of the general workplace.



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APPENDIX

SECTION A

PERSONAL INFORMATION (CIRCLE APPROPRIATELY)

1. GENDER:

- a) Male b) Female

2. AGE CATEGORY:

- a) 20 - 30 years b) 31 – 40 years c) 41 – 50 years d) Above 50 years

3. EDUCATIONAL STATUS:

- a) WASCE b) NCE c) OND d) HND e) BSC f) M.Sc./MBA/PhD

4. MARITAL STATUS

- a) Single b) Married c) Divorced

5. JOB STATUS

- a) Top Management b) Junior Management c) non-Management

6. STATE OF ORIGIN

Please write in full you state of Origin _____

7. WORK DURATION

- a) Above 2 years b) Above 3 years c) Above 5 years d) Above 10 years

8. RELIGION

- a) Christian b) Muslim c) Others

SECTION B

PART A: (TICK APPROPRIATELY)

S/N	EMPLOYEE WELLBEING	5 SA	4 A	3 U	2 D	1 SD
1	Your organization take due cognizance of the fact that workers need to be motivated in their jobs based on observation.					
2	Motivational factors stimulate employee's greatest contribution to the organization.					

S/N	RELATIONSHIP WITH CO-WORKERS	5 SA	4 A	3 U	2 D	1 SD
1	There are factors that discourage employees contributing maximally					
2	My company does a lot to improve the relationship amongst all staff					

S/N	RELATIONSHIP WITH MANAGERS	5 SA	4 A	3 U	2 D	1 SD
1	Organization allows its workers to take due part in the decision-making process as it relates to their job.					
2	Workers and managers have the same interest in the organization					

PART B:

EXTRINSIC FACTORS (TICK APPROPRIATELY)

S/N	COMPENSATION	5 SA	4 A	3 U	2 D	1 SD
1	Relationship exists between motivation and productivity					
2	With motivation of employees the organization usually achieves the objective and performance is increased					
3	Reward system and training and development are often reviewed by your organization;					
4	Incentive increase workers performance in the organization					
5	Good salaries and wages provided for workers by your organization is enough to increase the level of performance.					

S/N	EFFECTIVENESS	5 SA	4 A	3 U	2 D	1 SD
1	Total quality management makes the organization to perform better.					
2	The goals of the organizational performance are usually affected by employees' motivation.					

PART C: ORGANIZATIONAL PRODUCTIVITY

S/N	EFFICIENCY	5 SA	4 A	3 U	2 D	1 SD
1	I am very satisfied with my job in the organization.					