



---

## Impact of Motivation on Productivity of Nigerian Workers

<sup>1</sup>Okoro, Blessing Chineme, <sup>2</sup>Adekitan, Rasheed Akanfe and <sup>3</sup>Nebo, Ogochukwu, E.S.

<sup>1</sup>Department of Management, Faculty of Management and Social Sciences, Godfrey Okoye University, Ugwuomu Nike, Enugu | E-mail: chinemeokoro2001@yahoo.com | Phone: 08067958377

<sup>2</sup>Department of Management, Faculty of Business Administration, University of Nigeria, Enugu Campus, Nigeria | E-mail: rasheed.adekitan2012@gmail.com | Phone: 08155572148; 08188869232

<sup>1</sup>Human Resource Unit, Office of the Registrar, Godfrey Okoye University, Ugwuomu Nike, Enugu | E-mail: connectogoo@yahoo.com | Phone: 08033456659

---

**Abstract:** *Poor managerial performance brings about poor performance on individual productivity. The objective of this study is to evaluate the impact of motivation on productivity of Nigerian workers. The area of study was conducted at Nigerian Breweries 9<sup>th</sup> Mile Corner Enugu State. This research was on the impacts of motivation on the productivity of workers. One hundred and fifty questionnaires were administered and one hundred and twenty were retrieved giving a rare percentage of 80%. The sample size was statistically determined using Yaro Yamane formula. Data were derived from both primary and secondary sources. Based on the findings, most of the respondents were Senior Staff with Few Junior Staff. It was found out that most of the respondent believes that the cause of low productivity in the company is as a result of the boss attitude towards workers. Inadequate motivation in the organization causes low productively. In conclusion, this research work has tried to exhaust all issues that concern motivation on performance as it affects the productivity of Nigerian Breweries Plc 9<sup>th</sup> Mile Enugu State. Management in Nigerian Breweries Plc 9<sup>th</sup> Mile Corner Enugu State should endeavour to pay greater attention in motivating their workers. The management of Nigerian Breweries Plc 9<sup>th</sup> Mile Corner Enugu should endeavour to understand the individual workers needs, this will enable them design incentive schemes that would best meet the needs of the people, which will enhance productivity.*

**Keywords:** *impact of motivation, Nigerian workers, productivity*

---

### 1. Introduction

The historical development of motivation emanated from the classical school represented by such names as Adam Smith, who assumed that self-interest was the greatest motivation factor on work behaviour. Fredrick Taylor further developed this in the early 20<sup>th</sup> century into the concept of scientific management. However, the systematic development of management thinking is viewed generally as dating from there end of nineteenth century with the emergency of large industrial organization and the ensuring problems associated with their structure and management (Mullins, 2007).

Based upon a systematic study of work he established productivity standards and

appropriate wage rate. An incentive scheme was introduced for all those workers whose production exceeds the standard. This approach constituted the foundation for the establishment of wage rate and bonus system in industry. This theory was criticized on the ground that it failed to recognize the social and psychological drives of man in the environment and failed to consider man's higher order needs. As a result of the inadequacies of scientific management school, a new school of thought had by Elton Mayo, which looked at a social view (and not economic) of man emerged, prior to the work of Elton Mayo, Chester Bernard (1938) had proposed a theory of organization as cooperative systems.

To motivate the workers, Mayo suggested that management should encourage and sustain the information of work group's supervisory style and worker participation in decision making as suitable techniques for achieving these goals. Elton Mayo's work, which formed the basis of this theory despite its initial appear, has been criticized that if it failed to discuss the place of trade union industry, which was a reality in his areas of research, it ignored such Americans. Sophisticated Mathematical techniques have questioned the true meaning of the Hawthorne experiment. Motivation is one of the key elements in employee performance and productivity. Even when people have clear work objectives, the right skills and a supportive work environment, they would not get the job done without sufficient motivation to achieve those work objectives.

Anzado (2000) refers to motivation as the forces within a person that affect his or her direction, intensity, and persistence of voluntary behaviour as motivation. In our everyday lives, we notice organization spring up, grow while others die. The success or failure of any organization depends primarily on the work force. People enter their organization on with basic aspirations. It is the duty of mangers to discover why their employees joined their organizations. If employees are given those things they want and at the same time their attention directed towards organizational goals, they will be willing to perform delegated activities.

Ganon (1979) defines motivation as the act of directing an individual's behaviour towards a particular end through the manipulation of incentives. From the definition it's evident that every individual has particular needs which need to be satisfied. The satisfaction or otherwise of the needs affects their behaviour in a predictable way. Production is the capacity to utilize our available resources to meet the ever-expanding demands of the people. In an organization, two major concerns in relation to productivity include the labour forces on one hand and the management on the other. Productivity incorporates more than the production and manufacture of tangible goods as supported by the economists who defined productivity as "output percent". It involves all segments of work life, the government, education, health institutions and of-course the Nigerian Breweries Enugu etc.

Akpala (2002) defined productivity as a measurement of the efficiency of production, a ration of output to input. Productivity includes both effectiveness and efficiency. How well resources are brought together in organization and used for accomplishing a set of desired results reaching the highest level of performance with the least expenditure of resources.

Herzberg (1987) recently added that motivators will lead to a greater job satisfaction. Enough had been gathered to show that at best, a relationship exists between workers job satisfaction levels and performance levels hence motivation and productivity.

### **1.2. Objectives of the Study**

The following objectives are suitable for the study. They are as follows:

- i. To find out how poor managerial performance bring about poor performance on individual productivity.
- ii. To know whether the gross neglect of the workers by the management is adversely affected by their working conditions in productivity.
- iii. To make suggestions on the improvement of management / employee relations in the area of the administration of incentive scheme.
- iv. To find out how inadequate motivation did affect productivity.

### **1.3. Research Hypotheses**

The hypotheses were based on Null form which are as follows:

- i. H<sub>01</sub>: Poor managerial performance does not bring about poor performance on individual productivity
- ii. H<sub>02</sub>: The gross neglect of the workers by the management and other working conditions does not hinder productivity.
- iii. H<sub>03</sub>: Poor management and employee relations does not have any effect in the area of the administration of incentive scheme.
- iv. H<sub>04</sub>: Inadequate motivation does not affect productivity.

## **2. Research Methodology**

The area of study was conducted at Nigerian Breweries 9<sup>th</sup> Mile Corner Enugu State. This research was on the impacts of motivation on the productivity of workers.

The total population for this study is 240. This consist of the staff workers of Nigerian Breweries 9<sup>th</sup> Mile corner Enugu in the following departments – Personnel department (60); Production department (60); Finance department (60); Distribution department (60) – to give a total population of 240.

One hundred and fifty questionnaires were administered and one hundred and twenty were retrieved giving a rare percentage of 80%. The sample size was statistically determined using Yaro Yamane formula.

Data were derived from both primary and secondary sources. Primary sources include information obtained through the researcher's personal interview with some resource persons, observation of employees and questionnaire administration. The secondary source of Data includes information obtained from the works of previous researchers, Journals, textbooks and articles that are connected to the subject matter.

The instrument for Data Collection adopted by the researcher to collect data is the Questionnaire that was administered to the respondents for the purpose of obtaining information that are factual from the respondents. According to Ani (2008), validity of an instrument can be defined as the degree to which a researcher or a test measures what it suppose to measure. The researcher in this case made use of reasonable questions which were structured to address the objective of the study and they were presented to concerned supervisor for approval before use. The reliability of the research instrument insures that errors are eliminated in the information the researcher gets in the course of the study and that there is adequate representation of respondents in the study.

In this study, the survey research method was adopted, the procedure involved the administration of questionnaires and by way of personal interviews of company's officials, the opinions of the employees who are directly involved in the day to day work of the company is

sampled. This implies that this study is both narrative and analytical with data obtained from both primary and secondary sources. The information collected through different sources of data enabled the researcher to compute the variance percentages and ratios needed for this study. The information collected through different sources of data enabled the researcher to compute the variance percentages and ratios needed for this study.

### **3. Presentation, Analysis and Interpretation of Data**

#### **3.1. Test of Hypotheses**

In testing hypotheses, Spearman Ranking was used.

Decision Rule: If the calculated value is greater than the critical value, we reject the Null but when the calculated value used is less than the critical value, we accept the Null.

#### **Hypothesis One**

Poor managerial performance does not bring about poor performance on individual productivity.

Response	Frequency	Percentage
Agreed	40	33.3
Fairly agreed	19	15.5
Disagreed	30	25
Fairly disagreed	20	16.6
Null	11	9.6
Total	120	100%

Source: Field Survey, (2011)

X	Y	RX	RY	Rd	D <sup>2</sup>
1	40	5	1	4	16
2	19	4	4	0	0
3	30	3	2	1	1
4	20	2	3	-1	1
5	11	1	5	-4	16

					32
--	--	--	--	--	----

Source: Field Survey, (2011)

$$\text{Formular} = \frac{1 - 6 d^2}{N (n^2 - 1)}$$

$$= \frac{6(32)}{N(n^2 - 1)}$$

$$N(n^2 - 1)$$

$$1 = \frac{192}{5(25-1)}$$

$$5(25-1)$$

$$1 = \frac{192}{5(24)}$$

$$5(24)$$

$$1 = \frac{192}{120}$$

$$120$$

$$1 = 1.6$$

= 0.6 Calculated Value

$$\text{Degree of freedom} = (c - 1) ( R-1)$$

$$= (-2-1)(5-1)$$

$$= 1 \times 4 = 4$$

Critical value = 1.000

Decision Rule: Since the calculated value is greater than the critical value, we reject the Null but when calculated value is less than the critical value, we accept the null which states that Poor managerial performance does not bring about poor performance on individual productivity.

### Hypothesis Two

The gross neglect of the workers by the management and other working Condition does not hinder productivity.

Response	Frequency	Percentage
Agreed	31	25.8

Fairly agreed	13	10.8
Disagreed	35	29.1
Fairly disagreed	22	18.3
NullS	19	16
<b>Total</b>	<b>120</b>	<b>100%</b>

Source: Field Survey, (2011)

X	Y	Rx	Ry	Rd	d <sup>2</sup>
1	31	5	2	3	9
2	13	4	5	-1	1
3	35	3	1	2	4
4	22	2	3	-1	1
5	19	1	4	-3	9
					24

Source: Field Survey, (2011)

Formular -  $\frac{1}{n} \frac{\sum d^2}{(n^2 - 1)}$

1 -  $\frac{6(24)}{5(5^2 - 1)}$

1 -  $\frac{144}{5(25 - 1)}$

1 -  $\frac{144}{5(25 - 1)}$

1 -  $\frac{144}{5(25 - 1)}$

$$\begin{aligned}
 & 5(24) \\
 1 & - \frac{144}{(120)} \\
 1 & - 1.2 \\
 & = 0.2
 \end{aligned}$$

Calculated value = 0.2

$$\begin{aligned}
 \text{Degree of freedom} &= (c - 1) ( R-1) \\
 &= (-2-1)(5-1) \\
 &= 1 \times 4 = 4
 \end{aligned}$$

Critical value = 1.000

Decision Rule: Since the calculated value is greater than the critical value, we reject the Null but when calculated value is less than the critical value, we accept the null which states that the gross neglect of the workers by the management and other working conditions does not hinder productivity.

**Hypothesis 3**

H<sub>0</sub> - Poor management and employee relations does not have any effect in the area of the administration of incentive scheme.

Response	Frequency	Percentage
Agreed	25	20.8
Fairly agreed	19	15.8
Disagreed	35	29.1
Fairly disagreed	15	12.5
Null	26	21.8
<b>Total</b>	<b>120</b>	<b>100%</b>

Source: Field Survey, (2011)

X	Y	Rx	Ry	Rd	d <sup>2</sup>
---	---	----	----	----	----------------

1	25	5	3	2	4
2	19	4	4	0	0
3	35	3	1	2	4
4	15	2	5	-3	9
5	26	1	2	-1	1
					18

Source: Field Survey, (2011)

Formular -  $1 - \frac{6 d^2}{n(n^2 - 1)}$

$1 - \frac{6(18)}{5(5^2 - 1)}$

$1 - \frac{108}{5(25 - 1)}$

$1 - \frac{108}{5(25 - 1)}$

$1 - \frac{108}{5(24)}$

$1 - \frac{108}{(120)}$

$1 - 0.9$

= 0.1 Calculated Value

$$\begin{aligned} \text{Degree of freedom} &= (c - 1) (R-1) \\ &= (-2-1) (5-1) \\ &= 1 \times 4 = 4 \end{aligned}$$

Critical value = 1.000

Decision Rule: Since the calculated value is greater than the critical value, we reject the Null but when calculated value is less than the critical value, we accept the null which states that Poor management and employee relations does not have any effect in the area of the administration of incentive scheme.

#### Hypothesis 4

- How has inadequate motivation of Nigerian Breweries Plc affected its productivity?

Response	Frequency	Percentage
Agreed	19	15.9
Fairly agreed	26	21.7
Disagreed	40	33.3
Fairly disagreed	30	25
Null	5	4.1
<b>Total</b>	<b>120</b>	<b>100%</b>

Source: Field Survey, (2011)

X	Y	Rx	Ry	Rd	d <sup>2</sup>
1	19	5	4	1	1
2	26	4	3	1	1
3	40	3	1	2	4
4	30	2	2	0	0
5	5	1	5	-4	16
					22

Source: Field Survey, (2011)

Applying the Formular

$$1 - \frac{6 d^2}{N (n^2 - 1)}$$

$$1 - \frac{6 (22)}{5(5^2-1)}$$

$$1 - \frac{132}{5 (25-1)}$$

$$1 - \frac{132}{5(24)}$$

$$1 - \frac{132}{120}$$

$$1 - 1.1$$

= 0.1 Calculated Value

Degree of freedom = (c – 1) ( R-1)

$$= (-2-1)(5-1)$$

$$= 1 \times 4 = 4$$

Critical value = 1.000

Decision Rule: Since the calculated value is greater than the critical value, we reject the Null but when calculated value is less than the critical value, we accept the null which states that inadequate motivation of Nigerian Breweries Plc affects its productivity?

## 4. Summary, Conclusions and Recommendations

### 4.1. Summary of the Findings

Based on the findings, most of the respondents were Senior Staff with Few Junior Staff. It was found out that most of the respondent believes that the cause of low productivity in the company is as a result of the boss attitude towards workers. Inadequate motivation in the organization causes low productively. Management's inability to adequately motivate its workers may have resulted into low productivity.

The major aim of this study is to test an existing theory which states that productivity increases as motivation increases. The major consideration that the workers have in mind is money. Management bass of Nigerian breweries Plc has little regard in motivating workers.

The workers in the company are theory X managers. Almost all the writers pointed out that most satisfied worker are the best performers. Emphasis was also laid on productivity, that it is important in achieving national, business and personal goals. Productivity improvement is the only source of increasing real national wealth.

The statistical tools of field survey, questionnaire, oral interviews and observation were adopted; records in the form of published journals, lecture materials and other periodical were collected. Data collected were analysed and the assumption stated at the beginning of the study was subsequently tested.

This study has, however proved that most Nigerian breweries employees' performance is low due to the fact that they are not well motivated they prefer the extrinsic rewards, which constitute the financial incentive that is, (cash reward). To the intrinsic rewards, which constitute the non-financial incentive the major consideration that workers have in mind is money that is, fat salary as factor. This implies that impact on productivity is the money-oriented one.

### **5.2. Conclusion**

This research work has tried to exhaust all issues that concern motivation on performance as it affects the productivity of Nigerian Breweries Plc 9<sup>th</sup> Mile Enugu State. However, in doing this there have been a number of limitations. The study centred only a particular industry in the nation, (Nigerian breweries Plc) and this make a general broad view study of other sectors impossible though they would have generated a similar result.

Finally, management should implore all available avenues to strengthen the financial position of the organization so that they will be at a better footing to provide wider range incentives that will enhance the productivity of the workers.

### **5.3. Recommendations**

Having established the impact of motivation on the productivity of the Nigerian workers and the observations made in this regards, the following recommendation are offered.

Management in Nigerian Breweries Plc 9<sup>th</sup> Mile Corner Enugu State should endeavour to pay greater attention in motivating their workers. From this finding, workers react more positively when well motivated, thus management should make sure that the workers are well motivated like overtime. This will enhance their appreciation of the scheme and will consequently ensure impact on productivity.

The management of Nigerian Breweries Plc 9<sup>th</sup> Mile Corner Enugu should endeavour to understand the individual workers needs, this will enable them design incentive schemes that would best meet the needs of the people, which will enhance productivity.

### **5.4. Suggestion for further Studies**

For further Studies, management should have machinery for survey and in fact motivating work attitudes in its organization. Through the study, management can assess employees' morale and the organizational climate; regular monitoring of satisfaction, for example, would enable the organization to measure the impact of their reward, policies and to predict the levels of absenteeism and turnover in the future. Management will also know employees attitudes and behaviour, how things stand and thus react appropriately.

## **References**

Ahazodo, (2004). *Management & Organizational behaviour*. Onitsha, Nigeria: Abbot Books

- L.td.
- Ajukemo, (2003). *Principles of human Resources Management*. Enugu, Nigeria: Academic Publishing Company.
- Arthur., L. (1983): *Computer Literacy*, U.S.A. Herbert Beckham Publishers.
- Blanchard (1984) *Putting the one minute Robert Lorber Manager to Work* Nigeria: Abbot Books. Ltd.
- Bradfield, A *Employee Attitude and employee Performance Psychological Bulletin* (vol. 52 1995)
- Brown, J.S (1979): *Introduction to Computer and Basic Programming*; London: Thomas Nelson Inc. Publishers.
- Chandbury, J., (1970): *Personnel Management* (3<sup>rd</sup> edition); New York: University press.
- Chukwuemeka, (2004). *Management & Organizational behaviour*. Onitsha, Nigeria: Abbot Books Ltd.
- David (1982). *Productivity Prescription The Manger guide to Improving Productivity*.
- Dichoid, J.B. (1983): *The Age of Information Management* (2<sup>nd</sup> edition); New York: American Management Association.
- Elendu, O.E (1985): *Office Practice*: Onitsha, Niger Publishing Company
- Grero, P.A (1970): *Personnel Management* (3<sup>rd</sup> edition) New York: University Press.
- Gellern (1968) *Motivating Men with Money* Fortune Magazine.
- Harire, (1989). *The use of Motivational Technique in Increasing Productivity*. Michigan: Business Firm (papa No. 33
- Herzberg (1987) *One more time How do you motivate employee* Harvard Business review (No. 298 vol 48)
- Hull (1997) *Essentials of behaviour* Work and Motivation journal
- Little, T. (1965): *Communication Business* (3<sup>rd</sup> Edition) York; Longman Group
- Locke (2000) *Reading in organizational behaviour and human Performance* Management review Management MC–GrawHall international Book company
- Menonm, G. et al; (1989): *Technological Change to Enhance Benefits*, vol. 1 England, Prentice Hall Inc.
- Monks, (1887). *Operations Management Theory and Problem*. New York: McGraw Hill.
- Nwachukwu, (2006). *Management Theory & Practice*. Onitsha, Nigeria: African First Publishers Limited.
- Slomick L.D et al (1989): *Computer and Application* Canada, Harth Publishers.
- Terry, G (1980): *Office Management and Control Administration* London William Herze Man Limited.
- Williams, F.W (1991): *Computer a Tool of Business* England, Prentice Hall Inc.
- Warson R (1978): *Modern Office practice*, London Macdonald and Evans Limited.