

Role of Motivation in Enhancing Productivity in Nigeria

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Abstract

The idea that the Nigerian workers are highly unresponsive to motivation is fast becoming a popular myth. Motivation is extremely important. Non-motivated employees can have several negative effects on the business. These include friction on the job, substandard output in quality, a high turnover of employees, absenteeism, tardiness, and many of the disciplinary problems which one wish to avoid. It is a fact that motivated employees are assets to any organisation because they are the most productive and they will produce to their maximum abilities in order to achieve the company's goals and their personal objectives. The content of this paper addressed such issues as the basic concept of motivation and productivity, philosophies of human nature, motivation theories and its application to our contemporary society and how management could motivate their employees for better and improved performance. Thus, managers who find the key to their employees' inner motivations can tap an immense source of productive energy.

Keywords: Motivation, Productivity, Inflation, Unemployment, Behaviour.

Introduction

The concept of motivation has been central to organizational behaviour and because managing involves the creation and maintenance of an environment for the performance of individuals working together in groups toward the accomplishment of a common objective. It is now recognized, more than ever that people are the pivot on which any organization revolves. The success of any organization therefore depends on the effective mobilization of the efforts of all people who make up the organization. Motivation covers the interest pattern of individuals. In any organization, individuals are engaged in work because of the following reasons:

1. The notion of reciprocity or exchange i.e. each worker is ready to give his or her money or personal satisfaction;
2. Enjoyment of social satisfaction that work place is likely to provide such as meeting new people and friendships;
3. A person's job is often a source of status or rank in the society at large;
4. Individuals are engaged in work because of personal meaning that work has for him or her. Work can also be an important source of identity, self-esteem, and self-actualization.

Depending on the nature of the job and the characteristics of the individual, the work can be a source of frustration and boredom. Therefore, the nature of the job and the meaning it has for the employee can have profound impact on employee's attitudes and work behaviour. Getting organization members to go to work and perform willingly and enthusiastically is a problem that has been compounded by such factors as the increasing education level of employees, greater utilization of professional personnel, advancing technology and the power of labour organization.

It should be note therefore that human being is the most complex of the factors of production. Even though the manager in an organization must manage time, equipment, money and various other material resources, one finds that it is the effective management of the human resources that provides the harmony, which creates a viable working environment for the achievement of corporate objectives. This is why John D. Rockefeller, (Harvard Business Review 1964) said that he was prepared to "pay more for ability to deal with people than any other ability under the sun". It is obvious that a manager cannot do this without knowing what motivates people. The necessity of building motivational factors into organizational roles, the staffing of the roles, and the entire process of directing and leading people must be built on knowledge of motivation.

To motivate the Nigerian Workers in getting work done remains one of the greatest problem to management in our contemporary society today. Managers often talk about motivation but only few understood its meaning and significance of the work place. Added to these problems, Nigerian workers have been facing economic – political crisis, low standard of living as a result of inflation, unemployment, delays in salaries, mass retrenchment at both public and private enterprises and above all worsening condition of service.

All these problems and others lead workers generally to cultivate and develop cold and poor attitude to work as nothing motivate them again, as such individual's just work to receive their salary in order to earn a living. No matter what you do, it seems Nigerian workers do only what is absolutely necessary to get along. Therefore, to motivate workers is not an easy task as motivation springs up from within and moreso, human

behaviour cannot be predicted. Thus, the problems therefore are as follows:

- 1) What does it take to motivate employees to improve productivity?
- 2) How can people be understood, perceived and directed in such a way that will bring the best out of them to the organisation and personal advantage?

It is on this premises that the role of motivation in enhancing increased and improved productivity in Nigeria is being examined in order to find ways in which the efficiency of employees can be enhanced and effectively utilized.

The objectives of this paper are as follows:

- a) To examine the concepts of “motivation” and “productivity,”
- b) To identify causes of sagging productivity in Nigerian,
- c) To highlight and explain the various motivational factors, requirements and benefits,
- d) To describe exhaustively the various theories of motivation and their applications,
- e) To examine the impact of motivation on workers productivity,
- f) To make possible recommendations as to how worker can be motivated to enhance productivity in Nigeria.

This paper becomes imperative because of the dwindling nature of Nigerian economy and the need to motivate workers to put in their best in order to enhance increased and improved productivity for the betterment of all. Thus, the importance of motivation on productivity cannot be over-emphasized in that the survival of any nation, firm, or the individual rest majorly on a positive relationship between motivation and productivity.

The significance of the paper also lies on the fact that it will help managers to understand workers behaviour as directed to satisfying needs common to all human beings. Banjoko (1987) pointed out that in the world of increasing business competition, the long term survival of any organisation depends on its continuous ability to satisfy customers needs as well as meeting their expectations, for this to be achieved; the organisation should have a strong motivated work force that will produce the required product adequately in quantity and quality so as to meet customers’ specifications.

The significance of motivation is not confined to the organisation alone but to the individual in terms of improved standard of living, performance, image/reputation and reliability.

In this paper, historical and descriptive methods will be used to describe the role of motivation in enhancing productivity in Nigeria.

The Concepts of Motivation and Productivity

Motivation can be defined as a set of process concerned with the force that energizes behaviour and direct it toward attaining some goals. The term motivation is derived from the Latin word “movere” which means, “to move”. Motivation is an inner force that moves people toward satisfying. Ajijola (1974) says that motivation is a process of stimulating people to action in order to achieve desired goals.

French (2007) summarizes the definition of motivation by stating that it is the propensity to act in the direction of a particular outcome or set of outcomes which is a function of both needs and the perceived probability that those needs will be met. It therefore follows that for workers to be motivated, management must identify their needs, wants, desires and drives. There is equally the need for these factors to be satisfied. The inability of management to satisfy the factors may lead to frustration, low morale, discontent and low productivity.

Odugbesan (1985) views motivation as the means of triggering the mind of an individual to direct or channel his behaviour or activity towards the achievement of specific goals. Motivation is the willingness to put forth effort in the pursuit of organizational goals. Motivation involves taking those actions that will induce performance on the part of employees.

The process of motivation consists of:

- (i) Identification or appreciation of an unsatisfied need;
- (ii) The establishment of a goal which will satisfy the need ; and
- (iii) Determination of the action required to satisfy the need.

Motivation is to steer one’s actions towards certain goal and to commit a certain part of ones energies to reaching them.

Adewumi (1988) defined motivation “as the inner stimulus that induces us to behave the way we do”. A study of motivation provides an explanation on how behaviour is stimulated, sustained, directed and how it can be terminated.

Management traditionally has relied on the use of rewards – such as increased pay, job security, and good working conditions – or punishments such as dismissal, demotions, or withholding rewards – to motivate employees to achieve high performance. In essence, then a manager’s major task is to create and develop an effective environment in which employees will be motivated to become productive contributing members of the

organisation.

Armstrong (2009) says that motivation is concerned with the strength and direction of behaviour. A well – motivated person is someone with clearly defined goals who takes action which he or she expects will achieve these goals. Motivation is inferred from or defined by goal – directed behaviour.

Nwokoye (2004) said that motivation is the force that induces human beings to approach their jobs positively in terms of increased productivity.

These definitions appear generally to have three common denominations, which may be said to characterize the phenomenon of motivator. That is, motivation involves a three-stage cycle consisting of a need or want, a drive, and a goal. The want may be physical such as need for food, water, or psychological (security, recognition, acceptance, loved and be loved). The drive is the stimulation to act which is created by need or want. The third stage, reaching the goal that satisfies the need is the result of the drive. The phenomenon of motivation can be identified from the three main features:

- i. Factors that energize human behaviour.
- ii. The channel of such behaviour
- iii. Maintenance of this behaviour

Productivity is a word that has one meaning to workers and another to management. Workers are always suspicious of the word productivity because of their belief that it is a euphemism or cave-up forcing them to work harder without additional compensation. Management on the other hand, especially the profit conscious and progressive ones know that productivity is a term synonymous with result.

Productivity therefore, is the relationship between inputs and outputs (results) of that service or product. Increased and improved productivity is getting a job done with less or getting more and better work done with the same resources. The input includes land, labour, capital, technology, raw materials, customer demand, competition, entrepreneurial ability etc while the output consists of goods, services, satisfaction, profits, new jobs etc. Increased and improved productivity results when the inputs are effectively and efficiently integrated together to yield more and better output. The effectiveness of the use of the factors of production to produce goods and services is commonly referred to as productivity. The relationship of input to output is:

$$\frac{\text{Value of output}}{\text{Cost of input}} > 1$$

An effective integration of resources, physical and human yields high output. A good definition of productivity includes three major elements –

- (a) outputs, (b) resources committed and or (c) time. Productivity is the output resulting from a given resource input at a given time.

Causes of Sagging Productivity

It is a recognized fact that productivity is a critical factor, which determines the standard of living of the citizens. Low productivity gives rise to high prices when employee's earnings are very low. The causes of sagging productivity will include: decline work and ethic, inflation, dwindle world market condition, high production costs occasioned by high exchange rate and tariff structure, tremendous devaluation of Naira, low rates of saving and capital formation, dwindling purchasing power of the consumers and a continued shift in demand pattern and life – style, political instability, decreased managerial motivation etc.

When productivity is high, organisations earn high incomes and profits d are in better position to pay higher wages.

Higher productivity has many other salutary effects. These include:

- (1) Higher earning
- (2) Increased supplies of both consumer and capital good at lower costs and lower prices,
- (3) Ultimate shorter hours of work and improvements in working and living conditions;
- (4) Strengthening the general economic foundations of workers (Benton 1972).

As Brayfield and Gockett (1955 suggested:

Productivity is seldom a goal in itself but is more commonly a Means to goal attainment. Therefore, ... we might expect high satisfaction and high productivity to occur together when productivity is perceived as a path to certain important goals and when these goals are achieved. Under other conditions, satisfaction and productivity might be unrelated or even negatively related.

Increases in satisfaction may therefore reduce staff turnover, absenteeism, and grievances, but they do not necessarily result in increases in productivity. Satisfaction and performance are often related, but the precise effect on each other depends upon the working situation and the people in it.

Vroom (1964) suggested on the basis of a number of experiments that:

The effects of motivation on performance are dependent on the level of ability of the worker, and the relationship of ability to performance is dependent on the motivation

of the worker. The effects of ability and motivation on performance are not additive but interactive. The data presently available on this question suggest something more closely resembling the multiplicative relationship depicted in the following formula:

$$\text{Performance} = \text{Ability} \times \text{Motivation}$$

This formula expresses more than the truism that you cannot perform a task without some ability and some motivation. The emphasis is on the multiplicative relationship between the two factors, from which it follows that when ability is low, increase in motivation result in smaller increase in performance than when ability is high. Similarly; when motivation is low, increase in ability result in smaller increase in performance than when motivation is high.

The implication is that it is as necessary to concentrate on improving ability by means of good selection and training as it is to concentrate on improving motivation by some manipulation of the extrinsic and intrinsic factors affecting it. At the same time, more is gained from increasing the motivation of those who are high in ability than of those who are low in ability, and more is to be gained from increasing the ability of those who are highly motivated than of those who are relatively less well motivated.

Nwachukwu (1978) has observed that the manager's attitude to work, his quest for excellence influence the performance of his subordinates. Nwachukwu also states that:

A manager that accepts low quality or mediocre performance, or appears to rationalize for employees where quality work is required, is directly encouraging substandard performance

Research shows that productivity is never low under a manager known for his integrity, initiative, a sense of justice and emotional stability.

In the words of Simon (1957); individuals are willing to accept organisation when their activity in the organisation contributes, directly or indirectly to their own personal goals. The task of the organisation is to analyse its own circumstances and the particular needs and requirements of its employees to determine the mix of extrinsic and intrinsic motivating factors needed to attract and retain good quality staff and to obtain consistently high standards of performance from them.

If management wishes to increase productivity it has to bear in mind that in the words of Geogo poulus (1981).

Individual productivity is, among other things, a function of one's motivation to produce at any given level; in turn such motivation depends upon (a) the particular needs of the individual as reflected in the goals towards which he is moving, and (b) his perception regarding the relative usefulness of productivity behaviour as an instrumentality, or as a path to the attainment of these goal.

Thus the individual's main concern is to assess the benefits that will accrue to him for doing what the organisation wants him to do, and the penalties that may result from a failure to act as the organisation requires.

Factors Affecting Increased and Improved Productivity

When people talk about productivity, they tend to focus their attention on the performance of the individual employees in an organisation. People believe, erroneously I submit, that productivity is solely a function of the performance of the individuals who make up the organisation, without appreciating the forces that direct performance of course, performance is of vital importance in determining the level of productivity. But performance itself is a function of the environment, which the individual works, including the leadership demonstrated and the supervision give, the skills and knowledge of the individual and even his personal attitudes. All these factors bear on individual performance and unless the management of an organisation is able to recognize them and harness such knowledge in the overall running of the organisation; the productivity capacity of the individual may be impaired,

However, there are other factors which affect productivity and in respect some of which the organisation concerned may not be able to do anything. I recognize the following as being among the key factors in the Nigerian.

A good Infrastructural amenities, (telephone, good) adequate machineries and spare parts, availability ad adequate supply of raw materials, a good organizational structure (clear line of communication, authority and accountability).

Intelligent use of capital and ploughing back of profile into the business; trained and knowledgeable management; a committed and well remunerated staff, and personal productivity through effective use of resource available.

The work values typical of employees in contemporary organisation can be characterized into: concern for good life, Adaptation to economic realities and Humanization of the workplace.

Philosophies of Human Nature

In order to create an environment conducive to a high level of employee's motivation, managers must understand some basic philosophies of human nature. These assumptions that managers have regarding other people is a major factor in establishing a motivated work force. These assumptions of management can be directly and positively influenced by an understanding of the following philosophies of human nature.

McGregor's Theory X and Theory Y: Douglas McGregor (1960) stressed the importance of understanding the relationships between motivation and philosophies of human nature. He believed that managers usually attempt to motivate employees by one of the two basis approaches – Theory X and Theory Y. Theory X is the traditional view of management that suggests that managers are required to coerce, control, or threaten employees in order to motivate them. In contrast to Theory X, Theory Y is a view of management by which a manager believes people are capable of being responsible and mature.

The implications for management are:

- (a) Management is responsible for organizing the elements of productive enterprise – money, materials, equipment, people – in the interest of economic ends;
- (b) With respect to people, this is a process of directing their efforts motivating them, controlling their actions, modifying the behaviour to fit the needs of the organisation; and
- (c) People must be persuaded, rewarded, punished, controlled, the activities must be directed.

The Theory Y assumption represents the manager's high degree of faith in the capacity and potential of people. If one accepts the theory Y philosophy, managerial practices such as the following will be seriously considered: abandonment of time clocks, flexible work hours on an individual making basis, job enrichment, management by objectives and participative decision

All are based on the beliefs that abilities are widespread in the population and that each person can be trusted to behave in a responsible manner. Thus, management would create an environment that permits workers to be motivated to fully utilise their potential.

One should not conclude that McGregor advocated theory Y as a panacea for all managerial problems. The theory Y philosophy is not Utopia, but as McGregor argued, it does provide a basis for improved management and organizational argued, it does provide a basis for improved management and orgamsational performance. Hence, Theory X and Y of McGregor postulate that the freedom of the workers promotes efficiency and positive attitude towards innovation and creativities.

Argyris's Maturity Theory

The research of Chris Argyris (1957) has also aided managers in developing a more complete understanding of human behaviour as it relations to motivation. Argyris emphasized the importance of the process of maturity. Chris contends that most organisations keep their workers in a state of immaturity – position descriptions, work assignment, and task specialization lead top routine, unchallenging. The management likes to control everything, the workers being viewed as small cogs in big machine. Of course, this type of thinking is incompatible with the development of a mature personality. In short, he observed that management's view of workers may be the major stumbling block in the motivation process.

He agrees with other behavioural scientist that people have strong self actualization need, and he makes the point that organizational controls leaves the employee feeling submissive and dependant. He asserts that the operational techniques employed in large-scale enterprises often ignore the social and egostic needs of the employee. Paired with this assumption is a second that maintains the inability of one person to motivate another. Having with Argyris calls psychological energy, subordinate will attach top priority to the satisfaction of their own needs. The greater the disparity between individual need and company needs, the more an employee is likely to reflect dissatisfaction, apathy, conflict, tension, or subversion. In this conception, the technique of achieving motivation would involve offering job challenge and opportunity to employees who need training to take advantage of the changed environment.

The implication of Argyris immaturity- maturity theory is that an effective manager will help workers from a state of immaturity or dependence towards a state of maturity. His position is that if an organization does not provide people with opportunities for maturing and for being treated as mature individuals, they will become frustrated and anxious and will act as inconsistently with organizational goals.

The Self-Fulfilling Prophecy

Self fulfilling is the idea that the manager's positive or negative expectation will have significant influence on employee motivation and performance.

According to living Stone [1996]:

-A manager's expectation of employees and the way that the manager treats them largely determines their performance and career progress.

-A unique characteristics of superior manager is their ability to create high performance expectations that

subordinate fulfill.

- Less effective managers fail to develop high performance expectations, and as a consequence, the productivity of their subordinates suffers.

High performance expectations tend to be self-fulfilling prophecies. A manager communicates expectations through both verbal and non-verbal means. The manager's facial expressions, eye contact, body posture, or tone of voice can indicate high approval and high expectations or the reverse.

Managers in every organisation that are interested in high productivity must meet the challenge of encouraging the development of subordinates in ways that contribute to their high performance, career development and personal satisfaction. Effective managers who have high expectations of subordinates capabilities. By contrast, ineffective managers, who have low expectations of subordinates, tend to create a negative organizational culture. As a result, levels of motivation and performance are lower, and the employee's self esteem or self-image, as well as their careers, may be several damaged. In their attempts to motivate workers, manager should assess their own preconceived notions and eliminate any assumption that might interfere with the proper application of the theories of motivate.

Motivation Models

According to Schein (1966), motivation models can be classified into four categories namely: (1) Rational – economic man; (2) Social man (3) Self-actualizing man; and (4) Complex man. Since Schein developed these classifications, a fifth has emerged which may be described as the Japanese model.

Rational Economic Model:

Man is primarily motivated by economic rewards. It assumes that a person will be motivated to work rewards and penalties are tied directly to his/her performance; thus the awards are contingent upon effect effective method of Taylor (1947), who wrote: it is impossible, through any long period of time, to get workmen to work much harder than the average men around the unless they are assured a large and permanent increase in their pay.

This approach is based on the law of effect which states that if a person undertakes an action and this action if followed by a reward, the probability that the action will be repeated is increased. On the other hand, if the person undertakes an action which is ignored or followed by a punishment, that behaviour is less likely adopted and can be successful in some circumstances. But it is based exclusively on a system of external controls and fails to recognize a number of other human needs. It also fails to appreciate the fact that the formal control system can be seriously affected by the informal relationship existing between workers.

Social Human Relations Model

Mayo and his colleagues observed his shortcoming and developed an approach, which emphasized people's social needs. The human relations school which emphasized people's social needs. The human relations school believes that productivity was directly related to job satisfaction and the individuals' output will be high if they like their co-workers and are given pleasant supervision.

To a certain extent, this approach is akin to paternalism, where it is assumed that people can be induced to work out of a feeling of gratitude.

Self-Actualizing Model

Self actualizing Model emphasized the role of the intrinsic motivators (responsibility, self actualization, achievement, recognition, the work itself) coupled with acceptance with some reluctance extrinsic motivators (rewards and punishments) as creators of job satisfaction and therefore improved performance. Self motivated and self controlled men who have achievement as their highest needs and if given the chance will voluntarily integrate his own goals with those of the organisation.

Complex Man:

None of the models described before is completely wrong, their only fault is oversimplification. Motivation is a complex affair, first, because people are complicated, having a multitude of needs and expectations; secondly, because the situations in which people work vary and affect motivation in different ways; and thirdly, because these situations are in a constant state of change. The models make the assumption that satisfaction always increases motivation, which cannot be sustained, and they do not take sufficient account of expectations, ability heads, the perceived value of the reward and what is called role perception – feelings about what individual want to do or think they are required to do.

The complex man mode is based on open system theory which was originally formulated by Von Bertalanffy (1952) who wrote:

"A living organism is an open – system which continually gives up matter to the outer world and takes in matter from it, but which maintains itself in the continuous

exchange in a steady in a steady state.

Allport (196) further developed this definition by setting out the following features of an open system;

- Intake and output of both matter and energy,
- Achievement and maintenance of steady (homeostatic) states that the intrusion of outer energy will not seriously disrupt internal form and order.
- Increase in order over time owing to an increase in complexity and differentiation of parts.
- Extensive transactional commerce with the environment.

The concept was developed by Lawrence and Horsch (1969), who suggested that an individual could usefully be conceived as a system of biological needs, psychological motives, values and perceptions.

The complexity arises because of interactions between various aspects of the individual's (needs and wants, abilities, expectations, values, role perceptions) and the external system (technological factors, work demands, external pressure, new problems and experiences, changing roles). In combination, they motivate performance (achievement, exercise of responsibility and use of skills and abilities) which in turn is the means of creating a non-financial reward which feedback to influence performances. This model therefore suggests that performance is primarily affected by the factors contained within the two systems. Rewards follow performance and can influence performance; but they are not instrumental in creating the conditions for high performance.

The Japanese Model:

Attempts made to explain the secret of Japanese business success by such writers as Ouchi (1981), and Pascale Athos (1981) have led to the belief that the best way to motivate people is to get their full commitment to the values of the organisation by leadership and involvement.

Motivation Theories

This paper will consider four major theories of motivation namely:

(i) Need theories, (ii) Equity theory, (iii) Reinforcement theory and (iv) Expectancy theory. They are however useful in that provide a realistic ground work for the study of what makes works tick.

Need Theories: We may therefore have an overview of four of the most popular needs theories of motivation. Namely (1) A. H. Maslow Hierarchy of needs theory (2) D. C. Alderfer's ERG Theory (3) McClelland needs theory and (4) Herzberg's two factor theory.

Safety needs includes protection from physical harm, danger, attack from criminal miscreants, threat, deprivation, security of life and job. This is the idea that we all want to preserve and maintain all the good things we have while the undesirable and painful things are minimized, eradicated or at least not increased. Also unemployment benefits, pensions and gratuities contribute to psychological safety. Frequent transfer can tear employee away from his roots and deprive him the love he enjoys from his home and family. To encourage productivity, management may threaten the employee with the possibility of loss of job. The organisation should help to solve a person's dependency need. The employee gets worried if he is not a confirmed staff or discriminated against or subjected to arbitrary managerial action.

Social needs of belongingness and love focus on the social aspects of work as well as non work situations, affiliation or acceptance needs. Since people are social beings they value friendship, desire affectionate relationships or regular interaction with others. Organisations meet these social needs of acceptance, recognition, loved and be loved, wanted, affiliation, membership, affection etc. by providing opportunities for social interactions such as regular coffee breaks; organized sports; enrolling one as a member of a social club, end of the year party or other recreational opportunities and the encouragement of workers to perform their jobs as members of work teams, which provides work – related opportunities for meeting social needs.

Esteem needs or Ego needs arise from the desire to (1) hold a position of power; prestige, achievement, self worth, self respect, accomplishment, status and dignity; (2) demonstrate competence and accomplishments, (3) master his or her work. Satisfaction of these needs leads to self-confidence while continued failure can lead to withdrawal; resignation or frustration. It is a measure of our inner appreciation from oneself, quite different from the opinion others may have about us. He loves to take responsibilities and prove himself so that his contributions can be recognized and appreciated by management and co-workers. For example, employers may give public recognition for good performance through employee of the month awards.

Self-actualization is the apex of the pyramid in terms of attainment of the highest goals, self-realization in life, highest ambition and is an ideal in self fulfillment.

The popularity of Maslow's theory of motivation stems primarily from its simplicity and logic.

The implications of Maslow's theory for manager is to identify the level of need that a particular point in time is capable of motivating a worker and to supply the worker with the necessary elements that will satisfy these needs. The worker will then most probably be motivated. The manager must supervise in such a manner that the individual worker can be self-motivated to perform well for the reason that he finds his good performance resulting in the satisfaction of his own particular needs. In fact, the manager must create a total work

environment that will be conducive for self – motivation.

Alderfer D. C. (1972) re-organized Maslow's needs hierarchy into three levels of needs known as ERG E = Existence: R = Relatedness G = Growth. E = Existence – basically related to physiological needs; R = Relatedness – basically related to social needs, and G = Growth – basically related to Esteem and self Actualization. Alderfer theory arranged his own needs in an horizontal pattern.

Mcclelland D. C. (1961) also classify his own motivation theory into three in terms of (1) Need for power – (n/PWR – authority at place of work motivate a worker to perform a given job. People with a high need for power have a great concern for exercising influence and control such individuals generally are seeking positions of leadership; they are forceful, outspoken, hardheaded, and demanding; and they enjoy teaching and public speaking. (2) Need for Affiliation (n/AFF) – having influence in the management. Derived pleasure from being loved and tend to avoid the pain of being rejected by social relationships; enjoy friendly interaction with others, sense of intimacy and understanding ready to console and help others in difficulties.

Need for achievement (n/ACH: Need for achievement of goal or self fulfillment. People with intense desire for success and an equally intense fear of failure. Want challenge, prefer to assume responsibility to get a job done, take a realistic approach to risk, like specific and prompt feedback on how they are doing, tend to be restless, like to work long hours, do not worry unduly about failure if it does occur, and tend to run their own shows, desire concrete feedback on performance, has a high level of energy and is willing to work hard.

Fredrick Herzberg (1959) in his two factor or motivation/hygiene theory list two sets of motivations and calls them intrinsic (Satisfier or Motivator), Extrinsic (Hygiene, Dissatisfies or Maintenance) factors theory respectively. The conclusion reached based on a study of the job satisfaction of 200 engineers and accountants is that there are some conditions of the job which operate primarily to dissatisfy employees when they are not present. However, the presence of these conditions does not build strong motivation to contribute more effort. He called these factor maintenance or hygiene factor since they are necessary to maintain a reasonable level of satisfaction. He also noted that many of these factors have often been perceived by managers as motivators, but in fact they are more potent as dissatisfies when they are absent. Typical of these “hygienic factors” are (1) working conditions (2) policy and administration, (3) technical supervision (4 – 6) interpersonal relations with peers, superiors, and subordinates, (7) status, (8) pay or salary increase, (9) job security, (10) personal life and (11) money. Their existence does not motivate in the sense of yield job satisfaction, their inexistence does not motivate in the sense of yield job satisfaction, their inexistence or deficiency would, however result in dissatisfaction. Their presence can only serve to “clean-up” the environment and prevent or eliminate dissatisfaction.

The motivators are those factors that relates to job content. These includes achievement, recognition, responsibility, autonomy, work itself, challenging work, advancement and growth in the job. The job content factors are found to be real motivators because they have the potential of yielding a sense of satisfaction. There are the factors that will induce an individual to put forth adequate effort in the accomplishment of organizational goals. Motivating factors have a positive and long lasting effect on worker's performance and they relate directly to the work itself. This is job condition that if present, operate to build high levels of motivation and job satisfaction satisfier motivate a person to exert more effort, and hence encourage the person to perform better.

To encourage motivation, it is advocated that employers must encourage job enrichment. This involves making job meaningful to the jobholder so as to enable him derive satisfaction from the work. Good job design helps the employee to derive recognition, a sense of achievement, growth, and responsibility. (ii) Job Rotation: Here workers are given variety of training and this allow them to move from one department to another. (iii) method study: This is undertaken to establish the most productive and least fatigue method and the best equipped way of doing job. This allow for easy accomplishment of task.

Herzberg's two-dimensional theory of motivation has been criticized on the ground that it is very difficult if not impossible to clearly differentiate between those factors that motivate and those that does not. For example, he listed money as a dissatisfier, evidence points to the fact that money can be either a motivator or dissatisfier depending on the individual pressing needs. (2) It is charged that his questionnaire methods tended to prejudiced his results. (3) It is also believed that Extrinsic factors too is very important to motivate, his hypothesis may hold good for white collar jobs but certainly does not do so for blue collar workers. And (4) Herzberg theory was criticized in that he omitted other behavioural criteria such as performance, absenteeism and labour turn-over, as he only concentrated on satisfaction and dissatisfaction.

According to Adam Sacy (1963), the Equity theory is based on the fact that people assess their performance and attitudes by comparing both their contribution to work and the benefits they derive from it to the contributions and benefits of a “comparison other” whom the person selects – who in reality may be like or unlike the person. Equity can be defined as a ratio between individual's job inputs (such as effort or skill) and the job rewards (such as pay or promotion) compared with the rewards others are receiving for similar job inputs. Equity theory holds that an individual's motivation, performance and satisfaction depend on his or her subjective evaluation of the relationships between his or her effort/reward ratio and the effort/reward ratio of others in

similar situations. Equity theory further states that a person is motivated in proportion to the perceived fairness of the rewards received from a certain amount of effort as compared to others. The theory still holds that people will work or be motivated to work, when they feel satisfied that they are compensated equally or equitably with their counterparts elsewhere. One finds that where the rate of pay varies for the same unit of output, there is a tendency for the under paid worker to work less which in turn brings about decreased productivity in the organizational output. Above all, ensuring equity in organizational policies; reward system is essential to effective motivation.

B.F Skinner Reinforcement is the idea that human behaviour can be explained in terms of the previous positive or negative outcome of that behaviour. People tend to repeat behaviours that they have learned will produce pleasant outcomes. Skinner believes that all behaviour is a result of a stimulus and that behaviour is best modified by deciding what behaviour pattern is desired and then selecting and using the stimulus that produce the desired result. While positive reinforcement motivates behaviour by attaching desired reinforcements to desired behaviour, while negative reinforcement enables an individual to stop an undesirable behaviour that has already occurred by applying a desired reinforcer when the behaviour stops. Managers who follow Skinner philosophy emphasize praise, encouragement and prompt assistance in solving problems.

The Skinner approach encourages careful planning, organizing, controlling through feedback, and removing obstructions to performance and the expansion of communication.

Vroom Valence (1964) expectancy theory essence is that people will be motivated to do things to achieve some goal to the extent that they expect certain actions on their part will help them achieve the goal ("Everything that is done in the world is done for hope" – Martin Luther).

Motivational Force = Valence X Expectancy

Where force is the strength of a person's motivation.

Valence: is the strength of an individual preference for an outcome

Expectancy: is the probability that a particular action will lead to a desired outcome.

The Vroom Valence – expectancy model proposes that expectancies should be multiplied by valence to obtain the degree of motivational force. This theory of motivation is basically a rational model as it makes it possible for human beings to determine which outcome they prefer and their relative strength.

Potter and Lawler (1968) further elaborated Vroom's Expectancy Theory and produce "Performance Model". The key variables in the model are effort, performance, reward and satisfaction, which are used to investigate the relationship between managers' attitudes towards pay and workers' performance. The efforts a worker puts in interacts with his abilities, traits, and skills, together with his role perception, to result in performance. The worker is then rewarded for his performance either intrinsically or extrinsically. But the satisfaction that the workers get from the reward will depend on how equitable he/she perceives the reward in relation to the amount of effort he/she has put in.

Goal theory as developed by Latham and Locks (1979) states that motivation and performance are higher when individuals set specific goals, when goals are difficult but accepted, and when there is feedback on performance. Participation in goal setting is important as a means of getting agreement to the setting of higher goals. Difficult goals must be agreed and their achievement reinforced by guidance and advice. Finally, feedback is vital in maintaining motivation, particularly towards the achievement of even higher goals.

Motivation Strategy

The following ten - point motivation strategy is based on the combined messages of expectancy and goal theory:

- 1) Set demanding goals.
- 2) provide feedback on performance
- 3) Create expectations that certain behaviour and output will produce worth while rewards.
- 4) Design jobs which enable people to feel a sense of accomplishments, to use their abilities and to exercise their own decision-making powers.
- 5) Provide appropriate financial rewards for achievement.
- 6) Provide non-financial rewards, such as praise and recognition to work well done.
- 7) Communicate the links between performance and reward
- 8) Appoint managers and team leadership skills as necessary.
- 9) Give people the guidance and training which will help the to use their abilities to the full.
- 10) Help individuals to understand what they have to do to satisfy their career aspirations. (Armstrong 1991).

Implications of Motivation Theories

Motivation theory helps us to understand why people behave in the way they do and what can we do about it. There is, however, no easy answer. Motivation is a complex process. The relationship between satisfaction and performance is not as clear as some people would have us believe. Motivation can be intrinsic or extrinsic but

the relative importance of these to individuals depends on their personally and expectations, and the latter are not always predictable. Motivation theory does not, therefore, provide us with all the answers. But it does give us a set of analytical tools which we can use to assess the situation and consider what actions are most likely to be appropriate in the circumstance.

Motivation Tools

Having discussed the various theories of motivation, it is note worthy to point out here, that there are certain circumstances in the Nigerian context which militate against the effective application of the theories in the motivation of the Nigerian workers:

- 1) Increased wages and salaries of Nigerian workers is usually initiated through salary awards to civil servants by the government at the recommendation of a salary review commission but such award do not correlate with performance or workers productivity. Thus, such salary awards do not serve any motivational purpose;
- 2) Do not perceive promotion as a motivational factor to work harder but rather as a function of number of years spent at work place; and.
- 3) Workers just take benefits (housing allowance, relief package, free medical facilities for self and family, car loan, transport allowances, leave bonuses and others) for granted as they do not normally need to work hard to earn them.

The basic truth is that there is no universal motivator. We are all motivated by the same needs. At different times in our lives, different needs may be paramount. Age, location and environment contributes to the motivational factors. Whereas for most normal adults in highly developed countries physiological and safety needs are not motivators, the position in developing economic is exactly the opposite.

The payment of wages and salaries promptly and regularly is fundamental to the productivity efforts of those employed. Saul-Gellerman has summed up the situation aptly by saying that monetary omnipotent is a myth is not to say that money is important. Money can motivate, that is, it can influence action and encourage extra effort, extra creativity, initiative and innovation; or any other kind of non-routine performance especially when the increasing or net gain for the employee is large enough.

Moreso, the granting of study leave with pay or without is another motivator because through these workers can improve their lots via educational advancement. The new knowledge acquired from further studies can now be used to the advantage of the organisation in their bid to increase and improve productivity.

Possible motivators in the Nigeria contextual environment are salary and wage increase like the Adebo commission of 1970 – 71, Udoji Commission of 1974, Anti-Inflation Task Force of 1975, Productivity, price, and Income Board of 1976, National Productivity Committee of 1979, National Productivity Centre of 1984, the Relief Package of 1995, New Basic Minimum Wages other series of negotiation between NLC official, government and organized private sector; and of course increase in fringe benefits. Vehicle and housing loans must have high motivational impact in our circumstances in which motorcycle and motor cars have become status symbols and ownership of personal houses is a mark of arrival. With our attention to funerals of parents and marriage ceremonies, special fringe benefits to facilitate funerals and marriage will motivate considerably. Flexitime in the chaotic city of Lagos, Kaduna, Kano, Port-Harcourt, Ibadan etc may reduce tension and enhance productivity. Scholarships for members of staff or their children are capable of boosting morale and demonstrating appreciation. Occasional holidays to cultivate in the family farm or harvest the crops may help to promote interest in work.

Regular, prompt and equitable payment of salaries to Nigerian worker teachers, universities' lectures, medical personnel's, in relation to their counterparts in banks and oil companies etc will increase their efforts. Can anyone imagine what will happen if teachers enjoy the use of luncheon vouchers to get free or subsidized meals as bankers do?. The result will be tremendous indeed. With the soaring rise in the population for spinsters; an employee among the single women will welcome a deliberate organizational scheme which will bring eligible bachelors and spinsters together socially. A programme of adult education for illiterate workers will not just improve their capacity but also their willingness to work. Preferential policy of recruitment for children of workers will foster closer attachment to the organisation.

There is no limit to schemes of motivation that can be locally evolved. Procurement or bulk purchases of foodstuffs, books, for workers at relatively low prices will motivate them. Time-based advancement will have positive effects. So also money advances to buy shares from companies will also serve as a motivator to enhance and improve productivity.

To my mind therefore, there is no need to evolve a national motivation programme for Nigerian workers other than depending on motivational theories of the western world for our guidance in corporate decision-making.

Job security is also another motivator because no one like to work under uncertain atmosphere in industry and they hated the idea of the boss alone having the power to terminate their service. To allay fears,

procedures must be established for promotion, grievance, discipline and termination, so that the workers can see that in every case that justice is done.

The higher needs such as promotion can bring about with it not just more money but a mark of recognition of the individual performance thus putting more efforts in his work. Promotion puts new life in the individual and activities his knowledge, skills, etc and he/she in consequence strives harder to be effective in his new job. The motivation effect of promotion is high.

Job enrichment entails attempt to build into job a higher sense of challenge and achievement. A job may enrich by:-

- i) Giving workers more latitude in deciding about such things as workers methods, sequence, and pace or by letting them make decisions about accepting or rejecting materials,
- ii) Encouraging participation of subordinates and interaction between workers;
- iii) Giving workers a feeling of personal responsibilities.
- iv) Taking steps to make sure that people can see how their tasks contribute to the finished product and the welfare of the enterprises;
- v) Giving people feedback on their job performance, preferably before their supervisors get it; and
- vi) Involving workers in analysis and change of physical aspect of work environment such as layout of office or plant, temperature, lighting, and cleanliness.

More importantly too, a well set out objectives and appraisal with encompasses specific targets set for individual within the frame – work of the departmental objectives can motivate individuals to increase organizational productivity. The boss and the productivity progress is reviewed throughout the year. Coupled with well stated objectives to motivate workers for increase and improved productivity is the idea of having a well structured appraisal system which makes for fairness and encourage mutual trust and confidence, thus creating a congenial atmosphere where the employee can do his work without fear or inhibition.

To motivate the workers to peak performance, it is equally important that management set and enforce on itself high standards for its own performance those functions that determines worker's ability to perform. We need positive motivations – placement, high standard of performance, information adequate for self control and the participation of the workers as a responsible citizen in the plant community.

In summary, motivational tools will include challenging meaningful job; (monetary compensation); job security (freedom from fear of job loss, demotion and loss of income); congenial associates (work teams promotion through proper work – station layouts and human – related work procedures); credit for work done (verbal praise of excellent work from management, monetary rewards for suggestions and public recognition through awards), opportunity to advance (promotion); good working conditions; competent and fair leadership; reasonable orders and directions; participation in planning; good reward and appraisal system; creativity, significance of works and growth and development. Thus one can observe that motivation grows out of the work itself and not only through salary increase or fringe benefits alone.

Requirements of a Good System of Motivation

Some requirements of a good system of motivation are as follows:

- (a) Subordinates must be induced to work and produce more.
- (b) A good system of motivation must be comprehensive in providing for the satisfaction of all needs.
- (c) The system must be flexible in order to account for varying requirement of people who need different stimuli, e.g some would work harder for more pay; others for status only.
- (d) Provision must be made for financial opportunities particularly these giving more personal freedom, e.g owing shares in the company.
- (e) Security is vital element. It means more than the promise of a job and a wage.
- (f) The desire for social relationships. The need of a job which gives a person a respected position in the society and enables social relationships to develop is very important. Basic needs can be attained only if the job is secure, this coupled with a good level of wages is needed.

Benefits of Motivation

The potential benefits/roles of motivation in enhancing increased and improved productivity in Nigeria will include:

- quality of service given is higher, effort to please is greater,
- attitude to work and the firm are positive and constructive,
- job deadlines are met if at all possible,
- time keeping is better,
- less absenteeism or illnesses and complaints.

Conclusion and Recommendations

What does it take to motivate employees? The answer is not in the workers but in the organisation. Employee motivation is usually treated as a problem of the individual worker. Motivation programmes and initiatives try to inspire employees to work harder; but they do nothing about the working conditions that continue to demotivate those same employees.

The first step toward employee motivation is identify demotivators in your organisation. Demotivators are the negative conditions surrounding tasks that decrease an employee motivation. At the same time, you must add elements that motivate your employees, Delegating authority; for example, is a motivator.

Demotivators are the result of normal operating practices whose negative influence on workers' motivation is unnoticed or underestimated.

The common work demotivators include the following:

- Office politics: why work hard when politics, not performance, is what gets you ahead?
- Unclear expectation: For example, do not push for speed at all costs then demand quality.
- Unnecessary rules: Do not prohibit talking; for example, when talking does not hinder performance.
- Poorly designed work processes: Divide the process into boring repetitious work, and you will get bored, demotivated workers.
- Unproductive meetings: Forcing employees to waste time in useless meetings will not push them to be more efficient back on the job.
- Lack of following-up: Flavour-of-the-mouth programmes excite nobody
- Constant changes: A habit of last minute changes will erode the patience of even the most motivated of employees.
- Inter competition: This is not healthy. It creates a mentality of us versus them.
- With holding information: Employees who are not trusted, or who are lied to, are not inspired to work harder for the company.
- Discouraging responses: Nay-sayers in management eventually kill the drive to initiate.
- Criticism: This is never constructive. Value mistakes, for in then lie the seeds of success.
- Under-utilization: Idle workers less drive and motivation.
- Tolerating poor performance: Other employees will ask: why bother to perform well.
- Being taken for granted: Employees will make the extra effort if you show you appreciated it.
- Over control: Do not treat employees like children or dummies and expect them to be responsible.
- Unfairness: Employees may not say anything, but productivity will take a dive. Add to these, dishonesty, hypocrisy, and being forced to do poor quality work.

Traditionally, work motivation has depended on external rewards such as pay and promotions. As a result, employees have become conditioned to wait for external incentive or threats before taking action. External motivation is, however, temporary, depending on the potency of the reward or threat.

To foster long-term, sustained motivation, organisations must inspire employees to draw their motivation from inside rather than outside. They must push their employees to be self motivated rather than externally motivated (Ovuorie 1997).

A summary of the various means of motivation discussed above indicate that there are 15 things you can do to promote motivation among employees in your company. You should practice them as much as possible in your day-to-day management.

1. Care about the people who work for you. The people work for you don't have to become friends, but they are people and you should recognize them as such. You should be concerned with their problems and their opportunities both on the job and off.
2. Take responsibility for you action. This means that when you make a mistake, you should acknowledge it freely and don't try to blame it on an employee.
3. Be tactful with your employees. They are not pieces of machinery. They have feelings, thoughts, and ambitions. Therefore, they deserve respect and to be treated with tact.
4. Give praise when a job is well done. If your employee does something good, show that you appreciate it by your public recognition.
5. So far as possible, foster independence in your employees. Let them have as much authority and responsibility as they can handle.
6. Be willing to learn from your employees. You are not an expert on everything. Acknowledge expertise of those who work for you.
7. Always exhibit enthusiasm and confidence. Enthusiasm and confidence are catching, and if you are enthusiastic and confident, your employees will be also.
8. Keep open lines of communication to your employees so that they can express their opinions freely, even if they disagree with you.
9. If your employees has a problem doing his or her job, don't just give orders. Give as much help as

- you can in order to allow your employee to do the job as best as he or she can.
10. Set standards for yourself and your company. Communicating these standards to your employees.
 11. Always let your employees know where they stand when you are happy with them and when you are unhappy. Never let them be in doubt.
 12. Keep your employees informed about what's going on in the way of future plans in your company. If your employees can understand "the big picture".
 13. Encourage initiative, innovation, and ingenuity in your employees. Don't turn off ideas submitted by someone who works for you simply because he or she is not supposed to come up with ideas. Good ideas are hard to come by, and you can get.
 14. Be aware of your own prejudices and biases toward certain people. Do not allow these prejudices or biases to interfere with the way you treat them or your evaluation of their performance.
 15. Always be flexible: The fact that you have done something one way since you started your business does not mean that it has been done right. Always be ready to change for something better.

Money motivates, but motivation is not all about money. Motivating staff requires a shrewd combination of monetary rewards, non-monetary benefits, physical and psychological conditions conducive for high level of performance. The starting point is providing the tools necessary for performance (e.g office, work implements, 2 – way communication, break time toilet facilities, vocation etc) and next providing the rewards most desired in performing the job well (e.g monetary compensation, acknowledgement, job enlargement, job enrichment, job rotation etc). At the top of these factors, in my opinion is recognition and empathy for the staff.

Work is far man, not man for work. In order to motivate man to work harder, he must be made to see meaning in his work which is also anchored in group standard related to our culture, our belief system, our attitudes and values and by joint ownership of the means of work or sharing by workers in the management and or profit of businesses.

Suffice it to say, it is a known fact that motivation has played a considerable role in enhancing productivity in Nigeria and that the survival of Nigeria will depend on the full integration and adherence of all recommendations so that will be better motivation and higher performance from your employees.

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