

The Effect of Motivation on Workers Output

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Abstract: The study is aimed at establishing the relationship between motivation and workers output in work place. Data were collected from five hundred and sixty (560) out of the one thousand and ninety three staff (academic and non- academic) and another thirty nine (39) out of the sixty five (65) management staff of Federal Polytechnic Bauchi with the aid of questionnaire designed to achieve that. The data was analyzed using the simple percentage. The result of the study shows that motivation in work place enhances workers output. Majority of the respondents believes that the level of motivation determine the level of output in work place. It is therefore recommended among others that management should pay closer attention to motivation of staff in terms of welfare and other benefits.

Keywords: Motivation, Output, Work-place, management and Benefit

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I. INTRODUCTION

BACKGROUND OF THE STUDY

The management of employees is an integral part of the management process (Anyim, Chidi and Badejo, 2011). One of the most difficult aspects confronting management of most organization today is how to make their workers become efficient (Gana, 2011). This aspect of organization has led most industries to employ strategies by which to motivate their work force. Motivation signifies a worker yearning and obligation, which is marked as effort (Jabeen, 2011). Mitchell (1982) is of the view that for an organization to be successful, its workforce must be willing and able to perform their jobs competently. This implies that the performance of organization employees is jointly determined by the workforce "Motivation" and by their ability. Both motivation and ability are necessary for optimum performance in a work environment. This is important since it implies that beyond a certain level, lack of ability cannot be compensated for higher productivity. Both motivation and ability are necessary components of effective performance in organizations.

Among financial, economic and humans resources, the human resources are more essential and have the capability to endow a company with competitive edge as compared to others (Rizwan et al, 2010). Employees performance fundamentally depend on many factors like performance appraisals, employee satisfaction, compensation, training and development, job security, organizational structure and other, but the area of study is focused only on employee motivation as this factor only influence the performance of employees. Employee's motivation is one of the policies of managers to increase effectual job management amongst employees in organization (Shadare et al, 2009). A motivated employee is responsive of the definite goals and objectives he/she must achieve; therefore he/she puts efforts in that direction. Rutherford (1990) reported that motivation makes an organization more successful because provoked employees are constantly looking for improved practice to do their work, as it essential for organization to motivate their employees (Kamalian et al, 2010). Getting employees to do their best work even in strenuous circumstances, is one of the employees most stable and greasy challenges and this can be made possible through motivating them.

Organisation requires a number of resources, strategies and techniques in order to succeed. From capital, to a business site and to employees, all of these are essential for a business to work (Fowler, 2001). While these components are significant, values, particularly motivation, is also recognised as a vital business element, especially in enabling organisational transformation and enhancement. Motivation permits the business owner and employers to be resourceful and responsible in performing daily business task, which in turn help in uniting the business with its customer (Cameron 1994). By means of motivation the employer/ manager are able to encourage employees to work toward a common goal. This principle also helps the employers to become more productive, enable enhancement and transformation to take place (Jabeen, 2011). Motivation strengthen the ambition, increase initiative and give direction, courage, energy and the persistence to follow

organisation goal (Heneman, 1992). A motivated person takes action or whatever it needs to achieve organisation goals.

Motivation is one of the most important key to success. When there is lack of motivation, the organisation either gets no result, or poor result, whereas when there is motivation the organisation attains greater and better result (Anyim et al 2011). Lack of motivation shows lack of enthusiasm, zeal and ambition, whereas the possession of motivation is a sign of strong desire, energy and enthusiasm and the willingness to do whatever it takes to achieve what the organisation set out to do (koontz 1990). Employees are company's livelihood. How they feel about the work they are doing and the result received from that work directly impact an organisation performance and, ultimate, its stability. An organisation whose employees have low motivation is completely vulnerable to both internal and external challenges because its employees are not going the extra mile to maintain the organisation stability. Unstable organisation ultimately underperforms (Ifinedo, 2003).

STATEMENT OF THE PROBLEM

Management is faced with the challenges of getting people to give their best in jobs however, most organisation are not using motivation because of lack of knowledge about it, or ignorance of how it would be applied. Other reason that can be attributed to this state of affair is unwillingness in such a venture because management may deem it as a cost and not as an asset. The job of a manager in the workplace is to get things done through employee. To do this, the manager should be able to motivate employee. But that is easier said than done. In spite of enormous research, the subject of motivation is not clearly understood and more often than not poorly practiced.

The states of affair in an organization as relating to its workforce make it necessary to temper optimism with caution. "Are the workers on strike again? Over what?" What more do they want? These statements and comments and many similar ones are reported frequently in the dailies and are commented upon by watchers of development in various industry and service organization. The questions are often asked as to what workers in general and particular want from their employers. Can there be an end to the clamour for increases in wages and other benefits? Why do employees work and what induces them to give their best? Since increase in productivity performance is necessary and cardinal objectives of every meaningful organization and for that standard to be achieved, employees must be adequately motivated to stimulate motivated behaviour to attain organizational goals. This bring us question like what measure shall be taken to improve the condition of employees in an organization with regard to performance. What motivation practices are relevant and consistent for workers needs and desires? How does motivation affect employee's performance in an organization? However, the problem of remuneration and the resultant low productivity among employees has become endemic, making it one of serious concern. Answer to the above stated questions serve or remain as the research problems of the study. This has informed the need to conduct this study; the impact motivation on employees performance in an organization.

OBJECTIVE OF THE STUDY

The broad objective of the study is to establish whether or not relationship exist between motivation and employees performance. The specific objectives are to:

- i. Identify the motivational strategies used by management.
- i. Examine factors affecting employee's performance in organization/institutions.
- ii. Establish the basis for improving working relationship between management of the organization/institution and her staff.

AREA OF STUDY

The Federal Polytechnic Bauchi is one of the seven polytechnic established by the then Federal Military Government under decree no 33 of July 1979; decree 33 of 1979 stipulates the function of the polytechnic as follows:

To provide full time and part time courses of instruction and training in technology, applied science, commerce, management and in such other field of applied learning relevant to the needs of the development of Nigeria in the area of industrial and agricultural development and adaptation techniques as the council may from time to time may determine.

Although work started on skeletal basis in May 1979, the polytechnic academic activities actually took off on 22nd November, 1979 with an initial student population of 245 registered in 11 directory courses, admitted for a 2 year Nigerian National Diploma (NND) programme. The polytechnic started with staff strength of 138 comprising 45 senior and 93 junior staff. In 1980 the polytechnic moved to its permanent site situated at Gwallameji village along Bauchi-Tafawa Balewa Road about 5km from Bauchi metropolis. The polytechnic permanent campus occupies an area of about 750 hectares. It has been planned to be a modern self contained campus with residential, academic and recreational facilities. Presently the polytechnic is running, Pre-National

Diploma, National Diploma and Higher National Diploma with six schools namely, School of Business Studies, School of General Studies, School of Science and Technology, School of Engineering Technology, School of Environmental Technology and School of Agricultural Technology. Presently the school has staff strength of 1,093.

THE RELATIONSHIP BETWEEN EMPLOYEES, MOTIVATION AND OUTPUT

Employees motivation is the process of enabling or authorizing an individual to think, behave, take action, control work and decision making in an autonomous way, Koestner, et al. (1999) wrote that if motivation is crucial for initiating behavior, the performance exist at the opposite end of the spectrum and is defined as the outcome of a motivated act. People need motivation just as machines need fuel and operators. In turn, this will absolutely lead to optimum productivity. People are one of the most important assets in work place.

The value of human resource productivity is a managerial concern. Employee motivation is the classic response on this matter. This has been utilized for ages by employer-employee relationship. Indeed, motivation increases productivity. In their study wood, et al (2010) examines the role of active exploration in an adult training program. Their results indicated that participants who were trained to actively explore the environment during training had higher intrinsic motivation level, as well as higher performance on transfer tasks. According to Hersey, et al. (1996) motivation it concerned with human behaviour. It is the inner striving or condition described as wishes, desires, drives or moves, human psychological characteristics, which include the factors that cause change and sustain human behaviour. Therefore motivation deals with what makes people active. It is the force that gives rise to behaviour involving creating conditions in which employees want to work and are willing to accept responsibility.

Motivation is the degree of effort an employee exerts to accomplish a task; it shows an excitement about work. From the manager' point of view; person who is motivated has such characteristics as hard work, sustaining a pace of hard work, and self-directed behaviour towards important organizational goals. Motivation is the key to performance improvement. According to Heneman(1992). Differences in institutional arrangements contribute to the feasibility and effectiveness of various monetary incentives, as do differences in employees' preferences for specific incentives. Therefore companies are wise to study these issues before implementing changes to existing incentive plans. This is especially pertinent for service organizations, where financial reinforcement tend to produce a stronger effect on task performance than non-financial rewards used alone. Even stronger results are seen with a composite approach.

Milkovich, et al. (1992) presents that team-base or small group incentives are defined as rewards whereby a portion of individual pay is a measure of group performance, in general, effectiveness is dependent on the characteristics of the reward system, the organization, the team and the individual team members. Here again, studying this issue via employee surveys or interviews can be useful. But generally speaking, research suggest that equally divided small group incentive sustain high level of productivity and satisfaction for group members and that small group incentives are at least as effective as individual incentives, with group of two or twelve people. Qualitative, quantitative and survey research studies of alternative pay systems such as profit sharing or gain sharing plans are even more consistent in their findings. These incentive programs include various pay for performance approaches that link financial rewards for employees to improvement in the performance of the work unit. Research reveals that these types of incentive systems are associated in practice and in employer and employee minds with both higher productivity and improvement in the organizational performance.

II. METHODOLOGY

The survey research design method was used in this study. This survey research employed both secondary and primary data collection methods. The primary data collection method constituted questionnaires and the secondary data collection method was by reviewing academic books, magazines and journals on the subject – motivation and productivity. The population of this study comprises five hundred and sixty (560) staff (both academic and non-academic) out of the one thousand and ninety three (1,093) staff, and thirty nine (39) out of the sixty five (65) management staff of the Federal Polytechnic Bauchi. The study used simple percentage to analyze the result.

III. FINDINGS AND DISCUSSION OF RESULT

Data obtained from the research finding is presented and analyzed. A sample of five hundred and sixty (560) staff out of the one thousand and ninety three (1,093) staff was randomly drawn from six (6) Schools of Federal Polytechnic Bauchi which include: School of General Studies, School of Science and Technology, School of Environmental Technology, School of Business Study, School of Engineering Technology and School of Agricultural Technology. The first instrument for this study is motivation questionnaire administered to five

hundred and sixty (560) staff (academic and non-academic). The second instrument for this study was productivity questionnaire that was administered on a sample of another thirty nine (39) out of the sixty five (65) management staff.

MEASURES

The first questionnaire, motivational questionnaire was 24 - item questionnaire which elicited responses on staff personal perception and their opinion on the perception of others about motivation. The second instrument; output questionnaire was made up of 14 items which was geared towards perception as well as their opinion towards others as regards the level of workers output.

RESULTS SUMMARY FOR MOTIVATION

VARIABLE	RESPONSE				
MOTIVATION	SATISFIED	NOT-SATISFIED	INDIFFERENT	UNRETURNED QUESTIONNAIRE	TOTAL (%)
COLLATED RESPONSES	45 (8%)	470(84 %)	30(5%)	15(3%)	100
DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS					
FREQUENCY					
PERCENTAGE (100%)					
GENDER	MALE	452		83	
	FEMALE	93		17	
TOTAL		545		100	
AGE	20 – 29	32		6	
	30 – 39	158		29	
	40 – 49	221		41	
	50 – 59	110		20	
	60 ABOVE	24		4	
TOTAL		545		100	
MONTHLY INCOME	BELOW 50,000	109		20	
	50,000 – 100,000	133		24.4	
	100,000 – 150,000	125		23	
	150,000 – 200,000	149		27.3	
	200,000 ABOVE	29		5.3	
TOTAL		545		100	
EDUCATIONAL BACKGROUNG	CERTIFICATE	109		20	
	DIPLOMA	133		24	
	HND/BSC	190		35	
	MSC	105		19	
	PHD	8		2	
TOTAL		545		100	
MARITAL STATUS	MARRIED	523		96	
	SINGLE	22		4	
TOTAL		545		100	

Source: Author’s Field Survey, 2018

RESULT SUMMARY FOR WORKERS OUTPUT

VARIABLE	RESPONSE				
MOTIVATION	SATISFIED	NOT-SATISFIED	INDIFFERENT	UNRETURNED QUESTIONNAIRE	TOTAL (%)
COLLATED RESPONSES	3 (8%)	34(87%)	2(5%)	0(0%)	100
DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS					
FREQUENCY					
PERCENTAGE (100%)					
GENDER	MALE	34	87		
	FEMALE	5	13		
TOTAL		39	100		
AGE	20 – 29	0	0		
	30 – 39	0	0		
	40 – 49	9	23		
	50 – 59	26	67		
	60 ABOVE	4	10		
TOTAL		39	100		
MONTHLY INCOME(₦)	BELOW 50,000	0	0		
	50,000 – 100,000	0	0		
	100,000 – 150,000	0	0		
	150,000 – 200,000	11	28		
	200,000 ABOVE	28	72		
TOTAL		39	100		
EDUCATIONAL BACKGROUNG	CERTIFICATE	0	0		
	DIPLOMA	0	0		
	HND/BSC	9	23		
	MSC	29	74		
	PHD	1	3		
TOTAL		39	100		
MARITAL STATUS	MARRIED	39	100		
	SINGLE	0	0		
TOTAL		39	100		

Source: Author’s Field Survey, 2018

IV. DISCUSSION

The results of the study presented according to the first questionnaire: The majority of the staff believe that low motivation in Nigeria has become a common occurrence at work place. Majority of the staff also reported that they would work harder if they are highly motivated in places of work; eighty four percent (84%) indicated this.

However, eight percent (8%) of the respondents believe that additional motivation would not be necessary. Majority of the staff also reported that they would work harder if they are adequately motivated (84% indicated this).

On the other hand, some of the staff do not believe that they would need motivation in order to perform their job (5% indicated this). In addition, majority of the staff believe that they need motivation because the Nigerian society encourages it.

The second questionnaire presents the general perception of management staff towards productivity.

From the answers to the questions, the following interpretation can be made from the responses.

Majority of the staff believe that productivity implies among others: that staff should be punctual to work, dedicated to duties and efficient in carrying out their job functions which at the moment has not been attained to the optimum (87% indicated this).

On the other hand, eight percent (8%) of the staff do not believe that motivation is bad. And five percent (5%) sat on the fence.

These symptoms of low productivity manifest themselves in a variety of ways. The most common ones are lack of interest in one's jobs, negative attitude to work, low productivity, tardiness, absenteeism rate, excessive complaints, high rejects or low quality output and insubordination. When an organization starts experiencing some of these warning signs, it should consider motivation strategy to help curb the problem.

V. CONCLUSION

It can be concluded that it is indeed possible to motivate employees to perform well for an organizations/institutions and that is a critical task for chief executives to ensure that. It seems that there exist in self-reinforcing circular relationship between the performance, satisfaction and motivation of an employee, an employee achieved a high performance, therefore internal satisfaction arise and the employee is motivated to perform well in the future. It is stated that a high performance will be reached when the management provide certain job characteristics. These job characteristics together with the ability of the employee provide the opportunity for a high performance, which is the start of the self-reinforcing circle (Hackman and Oldhan, 1976). It is important that manager provides job characteristics, since that will lead to the highest employee's performance. However, it must be argued that this relationship is not infinite; it could be that the employee does no longer derive satisfaction from the performance or that one of the three psychological stages is no longer present therefore, management must make sure that performance can be continuously improved.

Employees can be both intrinsically and extrinsically motivated to perform well. Most jobs are even both intrinsically and extrinsically motivated (Amabil 1993). It can also be concluded that intrinsic factors can contribute in a greater extent to employee motivation than extrinsic factors. Some staff even argues that an increase in extrinsic factors solely does not lead to an increase in performance. Research proves that to intrinsically motivate employees, management needs to score high on the following job characteristics: skill variety, tasks identity, task significant, autonomy and feedback. And to extrinsically motivate employees, management needs to score high on salary, commitment to supervisor and job security.

RECOMMENDATION

It is an undeniable fact that in recent times many organizations/managements have come to the realization of the importance of the role of motivation, development and program as it increases the staff efficiency, skill and productivity. The study recommends that:

- i. Management should standardize the worker motivation policies to reflect the desires and needs of the workers
- ii. Workers' salaries and wages should be carefully handled to meet modern day package;
- iii. Management should reward their workers always with promotion and practice fairness in managing affairs;
- iv. Management should always review motivation package from time to time, which influence performance in organization. Furthermore, the innovation of employees must be accepted articulated in order to enhance motivation and productivity;
- v. Reorganizing success is critical, and equally important is inspiring employees to work-toward achievements. The employee will be inspired by knowing their contributions are valued. Management should inspire creativity by providing freedom, time and other resources to employees. Periodically, management should ask them what they need to maximize their innovative thinking and productivity and provide it with enthusiasm and encouragement.
- vi. By keeping employees in form, one help to eliminate some of the fear and keep them focused on what must be performed. Keeping employees motivated is one of the key roles of any organization as it leads to increase in overall workers output and profitability of that company. Resource that take care of employee motivation like salary, incentives, good working atmosphere, appreciation, healthy environment are some of the common aspect that motivate an employee at work.

Management should therefore involve all employees to brainstorm issue affecting their organization so as to find a lasting solution to sort problems. Once all are involved in finding solution, it is expected that all will be motivated to get involved in solving such problems and hence, encouraging team work and these will enhance workers output.

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