

The Role of Motivation in Enhancing Staff Productivity - A Case Study of Onyx and Company Nigeria Limited

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Abstract

In this study, how to increase performance and productivity through motivation is of primary interest in Onyx and Company Nigeria Limited. The lack of motivation has formed the bedrock of anti-work vices which is a problem hindering the achievement of organisational goals and objectives. Motivation connotes how to make employees work optimally in the pursuit of the organisational goal. Descriptive research method and different motivational theories were used to identify and proffer solutions on issues affecting worker's productivity. To achieve this, a survey using the questionnaire was done to gather data, inferences from the responses were drawn. Systematic sampling method was used in selecting the sample size from the population of staff in Onyx and Company Nigeria Limited. Obstacles that impeded workers motivation were established, these obstacles were analysed, a long time and immediate strategies for achieving improvement in the productivity of the organisation through motivation was the focus of this research. Three hypotheses were formulated, and conclusion was drawn from these hypotheses. Calculation and analysis were obtained using the Statistical Package for Social Sciences (SPSS) to get the Pearson Product Moment Correlation Coefficient while the Chi Square analysis was used to analyse the stated hypotheses. Summary of the findings was carried out, it was evident that the low productivity of the employees is attributed to several management functions, provision of inadequate incentive, supervision, work methods etc, these key factors hinder higher productivity. Recommendation and conclusion were drawn from the analysed data.

Keywords: *Motivation, Productivity, Questionnaire, Systematic Sampling, Performance.*

Introduction

The role of motivation in enhancing staff productivity cannot come into play without the organisation and the staff who are the subjects of productivity through motivation. [1] gave credence to this assertion when he posits that organisation is a purposeful creation of man, deliberately designed to achieve certain purposes. This implies that there can be no basis for an organisation without people who are there to help realized organisational purposes or goals, while at the same time striving towards the ventilation and actualisation of their individual aspiration.

The effective motivation of human resources has for quite some time been of paramount interest to management practitioners, organisation psychologist and administrators. This agrees with the verdict of [2] opined that of all the tasks of managing, the human component is the central and most important because all else depends on how well it is done. In carrying out this function, a manager either swims or sinks, that is, objectively done, the manager will be building a solid management practice on social and motivational principle, but failing this, will create for him a demoralised work force.

Motivation is described as behaviour caused by some stimulus but directed towards a desired outcome. Motivation explains why people behave the way they do. The more managers understand organisation member's behaviour, the better they should be to influence that behaviour and make it more consistent with the accomplishment of organisation objectives. Since productivity in all organisations is a result of the behaviour of organisation members, influencing this behaviour is a manager's skill to increasing productivity.

Motivation is a management function that has generated the most misconception and controversy on the part of many. Despite the avalanche of expressed dissatisfaction and criticism, organisation finds it difficult to do without it because there are rarely other options. However deficient it may be, without motivation, it will be extremely difficult in getting "Productivity" out of people. It is therefore a veritable instrument of management since workers look forward to personal aspiration via salary increment, promotion, training, welfare package etc.

Without motivation how can an organisation attain its strength or how can it install effective personnel or management capable of strategic re-positioning or re-engineering. The above paragraph epitomises the significance of motivation as mentioned earlier that the overriding aim of an organisation is to achieve its goals. However, motivation techniques, although with certain shortcomings since individual workers have different needs, goals, and aspiration, it may be difficult to use a common motivator as an inducement.

Productivity on the other hand should be a concern to all staff because the wealth of a nation invariably relates to it. The challenge of every organisation is to increase productivity. [3] defined productivity as "that which relates to corporate achievement over a given time frame to the objective(s) determined in advance of action". This is the goal of management and to realise this objective, workers should be

induced to work hard. In a working environment, workers often hoard their energy and exhibit varying degrees of negative, anti-work tendencies capable of causing goal frustration. Human negative behaviour is induced by unrealised hope and aspiration. The degree of an organisation concern for workers, largely explains why they engage in certain behaviour, and are the driver or impulse within the individual that cause the behaviour.

Productivity is a result of human effort at work, and it has direct bearing on the wealth of an organisation and the standard of living. It is in recognition of motivation as a critical, important management function and tool to increase productivity and my observation of the negative behaviour of the workforce which underscores the quality of human and physical resources in Onyx and Company Nigeria Limited that has motivated this choice of topic – The role of motivation in enhancing staff productivity.

The purpose of the research is numerous and interwoven and seeks to examine the role of motivation in the performance of Onyx and Company Nigeria Limited staff, specifically, the study is aimed at the following:

- a. To critically evaluate the effective dynamics of work motivation and job satisfaction of employees of Onyx and Company Nigeria Limited towards achieving organisational goals.
- b. To examine the extent in which the needs of the staff is satisfied which invariably increases organisational performance.
- c. To analyse the ramifying problems that affect the climate of the organisation in increasing worker's productivity.

Statement of the Hypothesis

This is a tentative statement that shows the expected event which will occur under certain circumstances. The below hypotheses are tested to show the relationship between motivation and workers productivity in Onyx and Company Nigeria Limited.

1. Hypothesis (H1): Higher monetary incentive to workers will lead to increase in organisation's productivity.
2. Hypothesis (H2): The extent to which an organisation succeeds in satisfying the needs of its staff will determine the degree in which the goals of the organisation are realised.
3. Hypothesis (H3): The productivity of workers will decline when the climate in the organisation is hostile than when it is friendly.

Significance of the Study

It is a universally acknowledged fact that in most organisations, the single most potent tool for ensuring the career progression of employees is motivation. It is also an incontrovertible fact that motivation forms the basis for workers retention and longitudinal of service. It is therefore important for an organisation to put in place effective, objective, and sound motivational system in ensuring organisational survival. Motivation should be a managerial strategy to galvanise, propel and energise employees to higher performance and increased productivity. Unfortunately, in most cases, motivation outcome has tended to instigate discontentment and ill feeling on the part of workers leading to demoralisation and de-motivation.

The first significance of this study is that it will lead the human resources of Onyx and Company Nigeria Limited into action and this will improve the level of efficiency of the staff. A motivated employee performs higher than a de-motivated one and this will invariably lead to increase in productivity and reduction of operating cost.

Secondly, the reputation and goodwill of the organisation is very important, so this study will encourage the management to keep employees loyal, appreciated, needed, and feel as part of the company. Motivation will lead to staff stability, the longer the staff works in the organisation, the more experience he gathers

and will promote the image of the organisation since he sees himself as part of the company.

In addition, motivation will help in the development of cordial relations between the employees and the management. It will help employees to be more interested in the company as they will feel that the interest of the organisation is not different from their interest.

Furthermore, Onyx and Company Nigeria Limited will be able to benefit from this study as the constant training and different learning experiences will give the staff the feeling of success and encourage them towards achievement, self-confidence in carrying out their official duties, self-direction towards ensuring that the company's goals are achieved.

More so, it will enhance co-operative goal structures in the organisation and enable staff to see themselves as a team in accomplishing shared goals and objectives. The study will contribute to the growing body of knowledge in the field of motivation in the organisation and will highlight the problem and errors associated with motivation in the organisation for rectification.

Delimitation

The study focuses on the twin concepts of motivation and productivity, which are the most nagging issues in management. The special interest is why workers hoard their effort/energy which is very critical at the success of any organisation.

This study intends to enquire into how workers can be stimulated to release the loaded energy in them, thereby increasing their productivity. In other words, the question "the role of motivation in enhancing staff productivity" will serve as a road map to the conduct of this research.

This study will attempt an analysis of the various theories of motivation and related topics to an extent, for their applicability to the organization and by extension Nigeria as a whole. This is more so given the fact that all these theories were couched on Euro-American

organisation milieu and as such has no general application in our own case.

The study will also examine the state of productivity vis-a-vis the nature and the type of incentive schemes on the ground as an explanation for the prostrate state of our economy and not look at the global economic trend as responsible for the poor state of productivity in the economy.

Literature Review

Conceptual Classification of Motivation

Over the years, management practitioners, authors, literatures, personnel administrators have described the concept of motivation from various perspectives. The term motivation was derived from a Latin word "MOVERE", meaning "TO MOVE" is a process which starts with physiological or psychological deficiency, which activates a drive aimed at a goal.

A lot of questions have been asked on what motivation is. Motivation moves staff into action and makes them enthusiastic to intensify their willingness and desire to use their energy to achieve the objectives of the organisation.

The question on motivation is how one can be motivated and what should be done to increase the level of motivation. There are two dimensions to motivation; one, from the employee's point of view, which is making employees to perform their duties in the best way with desire and fulfilment, and the other being from the managers point of view, which is, ensuring that the employees work better, more effectively and efficiently.

Motivation involves getting somebody to do something just because they want to do it. It is very crucial for an organisation to function and survive. In the absence of motivation, workers will not give in their best and the performance of the organisation will be negatively impacted.

In the 1900s motivation was thought to be only monetary but during the 20th century it has shown that there are more factors than only money that motivate employee. From the foregoing, one can argue that motivation is

grounded in the assumed power of motivational incentive - monetary, non-monetary and intangible/intrinsic rewards - to induce man to work to the best of his ability as a mean of actualising organisational goals and actualising self needs. Whatever it takes to induce workers to perform by appealing to their physical and emotional need constitutes motivation.

Theories of Motivation

Several motivation theorists assume that motivation influences the performance of all learned responses which means learned behaviour occurs only when it is energised. The major question on the mind of psychologists is whether motivation has a primary or secondary influence on human behaviour.

There are many motivation theories which attempt to explain the nature of motivation. The different theories provide a framework which directs the attention to the problem and how best to motivate staff to work willingly and effectively. However, the search for a generalised definition and theory of motivation at work appear a vain quest. A major determinant of behaviour is the situation in which individual workers find themselves.

Classification of Motivation theories

Content theories of motivation

Abraham Maslow's Hierarchy of Needs

In examining the theories of motivation, the Maslow's Hierarchy of Needs come into play and [4] was the first to use employee's needs in motivational theory. Maslow as the chief protagonist of motivation has attracted management theorists.

In this theory, Maslow proposed that basic needs be arranged in hierarchical structure of prepotency and probability of appearance.

1. Physiological Needs: This involves the basis physical needs that sustain the human life. For example, food, water, shelter, air, sex, clothing, elimination etc. These needs must be satisfied to sustain life and until these needs are satisfied to the degree

necessary to sustain life, other needs will not motivate people.

2. **Safety Needs:** There are desire for protection against physical danger, threat, fear of losing a job and deprivation. This safety needs involves protection against favouritism, discrimination, and arbitrary administration of organisational policies.
3. **Social Needs:** In this, people try to satisfy their friendship, affection, interacting with others, acceptance, group membership etc, because they are social beings that needs to belong and be accepted by others.
4. **Esteem Needs:** People want to be held in esteem by themselves and by others. This comprises of confidence, self-respect, competence, achievement, independence, freedom, needs for status, recognition, appreciation, importance, and prestige.
5. **Self - Actualisation Needs:** This is the highest level of need. It comes only when other needs have been satisfied. It includes the realisation of one's potentialities, self-fulfilment, and continued self-development.

[5] adopted this theory by stating that employees move up the hierarchy when a need is substantially realised. The human beings desire is to satisfy his basic needs first and thereafter seek for higher needs when encouraged.

Limitations of the Maslow Hierarchy Need Theory

The Maslow's hierarchical theory has been questioned that it has some deficiencies. The Maslow's hierarchical theory has been questioned that it has some deficiencies. [6] practical evidence moves to a two-level hierarchy rather than the Maslow five level hierarchy.

Maslow believes that the psychological and safety needs are arranged in hierarchical fashion, but [7] opined that any one of these needs may be singly important depending on the individual.

Maslow's position is that human beings have needs and that they are arranged in a hierarchical order prepotency that the need active in a person is what motivates him, and this need should be identified by managers to motivate them. [8] supports this view that human needs do not need to be fulfilled to get benefits. For example, when an employee is hungry, he can still be happy with his friends.

The highlight of Maslow's theory is that human needs strongly influence their behaviour in any organisation. This is arguable by the Classicalists that postulated that money is the primary motivator; the need theorists objected and contended that the workers are motivated primarily by intrinsic rewards, which are provided by the workers themselves. By and large, both agree that money motivates but disagree on the extent of its potency.

In addition to Maslow theory's limitation, staffs that are frantic about recognition and fame would not neglect his well-being to attain them. This goes contrarily to what Maslow's theory highlights that the basic needs may not need to be satisfied for staff to acknowledge his higher needs.

Furthermore, the theory did not take into consideration that different managers view situation differently and might find it difficult identifying the employee's level of need and this will invariably reduce staff motivation at the place of work.

Frederick Herzberg's Two - Factor Theory

This theory is focused on the outcomes of satisfaction and dissatisfaction. [9] opined that not all factors in a workplace motivate workers, certain aspects of the job cause satisfaction and motivates but certain aspects also cause dissatisfaction. Satisfaction and dissatisfaction which are two sets of outcomes are separate entities and not opposites.

The factors that relate to job satisfaction are referred to as satisfiers or motivations. These factors bring out positive feelings among the

workers and have traits in both job and organisation contexts. This includes achievement, recognition, responsibility, the work itself, opportunity for promotion and advancement etc. The listed factors lead to job satisfaction when they are present while the factors that relate to job dissatisfaction includes job content or the environment of the job, it describes the employee's relationship to the environment in which the job is performed which include pay, technical supervision, company policy and administration, supervision, working conditions, relationship with peers, supervisors, subordinates, salary, status, job security etc. These factors must be fair or considered as being fair.

Satisfiers relate to what an employee does whereas dissatisfiers compare the environment in which he does it. When the satisfiers fall below an acceptable level, they cause dissatisfaction, but when at or above the acceptable level, dissatisfaction is removed, which leads to a neutral state, not satisfaction. The satisfiers when present lead to happiness, higher productivity, and a source of higher level of motivation, but when this is absent, it produces dissatisfaction.

Critical Analysis of Frederick Herzberg's Two - Factor Theory

One of the limitations of this study is that the methodology does not take into consideration the impression that when employee's work is going on smoothly, they tend to look at the joy they derive from their job. In addition, the theory tends to believe that there is a strong relationship between productivity and job satisfaction. The best method of applying this theory is to take away the dissatisfaction and encourage the employee to find satisfaction.

The impact of this theory is that, to ensure higher productivity, the work should be made more interesting and less routine. Managers should ensure and encourage the presence of satisfiers to create room for maximum job performance. Hygiene factors prevent

dissatisfiers but do not induce workers toward extra effort and as such, employers should not attempt to motivate workers through reliance on hygiene factors but on high order needs. Only motivation factors can lead workers to perform as their manager desires. [10] criticised this theory as an over-simplification of the relationship between motivation and satisfaction, as well as the cause of job satisfaction, and dissatisfaction. But significantly, the theory separates motivators and hygiene factors.

Conclusively, the various theories reviewed have their different perspectives to motivation though emphasise similar sets of relationships. Dealing with the problem and source of employee, motivation represents a potential tool for achieving necessary industrial and social objectives by way of increased productivity. This is because the whole noise and contention about motivation buoys down to how to get the worker to increase his performance to ensure increased productivity thereby achieving the goal of his organisation.

Process Theories of Motivation

In contrast to the content theories, the process theories concentrate more on how motivation occurs which includes how behaviour is directed, initiated, and sustained/stopped. This theory addressed the mechanism by which the needs of a human being changes.

Victor Vroom's Expectancy Theory

In this theory, motivation is driven by what the individual expects in the preferred outcome and the strength of the attractiveness of that outcome. [11] opined that effective motivation is a function of three major factors, thus:

A strong desire to attain a goal. A perception that if one works hard, he will accomplish that goal. A perception that one can influence his productivity level.

The above factors are determinants of an individual's productivity level. The perceived

ability to influence one's own productivity level is hinged on motivation.

Limitation of Victor Vroom's Expectancy Theory

This theory does not give an insight to the different levels of efforts put in by the employees. For example, an employee might be working day and night to increase the productivity of the organisation, the Vrooms theory does not explain the effort that the employee has put to achieve the result. [7] as one of the critics claimed that the theory is too simple and there is an assumption that when the management makes a financial bonus or reward, employees tend to increase their productivity to get this reward.

Secondly, this theory believes that reward will encourage a worker to put in greater efforts to enable him to obtain the reward, but it does not consider that the reward might also have a negative effect on the employee. For example, an increase in staff salary will lead to an increase in tax bracket. The outcome of this is that the reward or increase in salary will not be appreciated by those that are receiving it.

Goal Theory

The most important part of this theory is that individual goal determines behaviour. Employees strive to achieve these goals to satisfy their desires and emotion. This gave rise to the achievement motivation which determines the pursuit and attainment of goals. An employee that has the achievement motivation will want to achieve its goal and move up on the success ladder, realising its goal is more important than the reward that goes with it.

[12] purported the achievement theory of motivation where he differentiates three types of goals which are: the Mastery goals that focus on gaining competence or getting used to a new set of skills.

Ego involvement goals which have emphasis on achieving normative based standards. Social

goals which involve relationships among people.

Limitation of This Theory

In this theory, it is seen that the theorist did not consider the implication of having an unhealthy competition. The major focus of staff in this theory is the motive involve in achieving the goals and not the goal itself. Staff focus will be to achieve more than other colleagues even if it means them taking a less tedious task. To achieve this, the staff should be encouraged to set their goals, the method or ways of achieving this goal and how to achieve this goal.

Intrinsic and Extrinsic Motivation

Intrinsic Motivation involves carrying out an activity for its inherent satisfaction rather than for some discrete consequence. When one acts in his inherent interests he grows in knowledge and skills. An employee that is intrinsically motivated will work for the fun or challenge involve rather than for reward or external pressures. Intrinsic Motivation happens within the individuals and in relation to their activities. Some employees in Onyx and Company Nigeria Limited are intrinsically motivated differently; some believe that motivation is based on an interesting task while others see it in terms of the satisfaction, they gain from being engaged in a task. [13] opined that the intrinsic motivation is given to an individual by himself for good performance while the extrinsic motivation is given by the organisation and meet mainly lower-order needs. [14] also supported the intrinsic motivation by maintaining that all behaviours are motivated by reward, but [15] has a contrary opinion to this, by asserting that behaviours are motivated by psychological drives.

In contrast to Intrinsic Motivation, Extrinsic Motivation refers to carrying out an activity for its instrumental value rather than for pleasure derived from the activity. For example, an employee will choose to perform his duties for fear of being penalised by his superior; this

shows that the staff is extrinsically motivated because he is doing this to avoid being given a query.

Motivation and Productivity

The discussion of the twin concept of Motivation and Productivity is intended to examine how workers can be motivated or induced to achieve increased productivity in the organisation. It is well known that employees are the most valuable assets of an organisation.

Every organisation is a producing machine because it is goal oriented. In other words, every organisation is established with a purpose/goal in view. It is the desire to achieve or accomplish the organisation's goal of Onyx and Company Nigeria Limited that necessitated the employment of workers and the production processes rely and depend on the human skills, knowledge, time, and efforts, hence the need for human motivation.

This is more-so, since, irrespective of its capital-know-how, the organisation depends on its human resources, the more satisfied the employers are and the more readily the organisation identifies and satisfies the employee's needs, the more willing the employees are to put in efforts that get the job done.

Workers ostensibly join the organisations to advance and contribute to the realisation of the organisation's goals, but they primarily come to the workplace with their personal needs and aspirations. These personal needs and aspirations determine their attitude to work. Worker productivity is a function, largely, of how much the needs brought to the workplace are satisfied by the organisation.

It is pertinent here to explain and define the term productivity. As mentioned above, every organisation is a producing machine. To be productive is an evaluative term. It presupposes a target to be met or a goal to be achieved or accomplished. For these goals to be realised, the organisation must create a conducive atmosphere where employees could achieve

their own objectives effectively by directing their efforts towards the success of such organisation. [16] supported this view and opined that this could be achievable through decentralisation and delegation, Job enlargement, participatory management, counselling, and consultative leadership.

The term productivity is yet to receive a settled judgement in academic's discourse. People and groups conceptualise productivity based on their orientation and interest. The American Management Association defines it as a relationship between input and output – a measure of the degree of efficiency with which resources of all kinds are transformed into goods. This is an economist perspective of productivity. Its concern is production efficiency, which measures the ratio between input and output. It considers the final output of a system when compared with the input employed. [17] adopted this perspective by stating that productivity is a measure of how well inputs (manpower, machines, materials, money, time, space, information, and other resources) are transformed into output (finished goods and services).

This approach confuses efficiency with productivity. This is because efficiency has to do with the rational, economic use of resources, which may or may not reach/achieve the goal/target of the organisation. In this regard, productivity is viewed as a measure of degree of success attained in the accomplishment of a set target. This is because we cannot talk of productivity without having a destination or target in view. So, an organisation is productive to the extent it is able to accomplish a set target.

Any talk about productivity will remain futile without reference to human efforts. This is because all the activities of any enterprise are initiated and determined by the persons who make up the institution. Plants, offices, computers, automated equipment and all else that a modern firm use are unproductive except for human efforts and direction.

The above goes to suggest that productivity in any organisation depends largely on the human elements because they give directions to the organisation. The employment of people in any organisation is not an act of charity, but a rational decision based on the assumed potential of the human elements to contribute to the attainment of the goal of the organisation.

The human is a special resource in the organisation. It is the only resource that can think, feel, and act in a complex interrelated and interdependent system. To get the human being to move material, machine, and other resources, he must be motivated. This is supported [18] when he said that human resource in an organisation contributes to the sustainability of the competitive advantages of a company when the required strategic resources are satisfied. High performing work practices results in turnover in productivity which can be attributed to motivating staff, developing their skill and improving organisational structures which provides the workers with the means to control how they perform their roles. In analysing this you will see that these variables will increase the discretionary efforts of the workers and enable them to perform better. This is supported by [19] that purported that an organisation that is performing depends on high employee motivation that has the right skill, the right role and a good understanding of the role.

At this juncture, the study is intended to examine these variable factors relative to Onyx and Company Nigeria Limited work milieu. This is premised on the supposition that the basic aim of motivational techniques employed by the organisation is to elicit from its workers more efforts towards increased productivity.

Strategies for Motivating Organisation Members

Organisations or Managers have various strategies for motivating organisation members. These strategies contain general guidelines of what managers can do to ensure that

organisation members satisfy their needs through the performance of their appropriate organisation member's behaviour. These managerial strategies are:

1. Managerial communication.
2. Behaviour modification.
3. Job design.

Managerial Communication: One of the basic motivation strategies for managers is simply to communicate effectively and efficiently with organisation members. As a result of this communication with managers, organisation members can satisfy the basic human needs as recognition, a sense of belonging and security. For example, a communication message from a manager to a subordinate appreciating him for a job when done can help to satisfy recognition and security needs of the sub-ordinate. This could also be reversed negatively.

Behaviour Modification: Behaviour modification is a behavioural change therapy that decreases or increases the frequency of behaviour, it also encourages appropriate behaviour because of the effect of that behaviour. According to the law of effect, [20] behaviour that is rewarded tends to be repeated, while behaviour that is punished tends to be eliminated. Rewards and punishment are involved in behaviour modification processes. Rewards are basically emphasised service they have more effective influence on behaviour than punishment.

Behaviour modification in performing one's job involves the use of positive reinforcement to change behaviour. For this to achieved, performance audit will be conducted first, to establish the behaviour that should be modified, thereafter a set guideline of positive reinforcement is introduced to reward employees with the desired behaviour. Punishment which is seen as negative reinforcement is rarely used, knowing that positive reinforcement improves workers' productivity and behaviour.

Behaviour outcome should be followed immediately with reward either positive or negative to reinforce behaviour. Positive reinforcement is a desirable consequence of behaviour, while negative reinforcement is the elimination of an undesirable consequence of behaviour.

The success of this approach depends on the managerial skill of a manager.

1. The manager should endeavour to inform the subordinate about the relationship between various behaviours and the consequences associated with them. He should also give different levels of rewards to different workers depending on the quality of their performance.
2. Telling workers that they are doing wrong.
3. Punishing workers privately so as not to embarrass them in front of others and,
4. Always giving rewards and punishment when earned to emphasise that management is serious about behaviour modification [21].

Job Design Strategies: This entails work simplification and specialisation aimed at increasing worker's productivity. Although boredom and dissatisfaction may set in as the work becomes simpler and more specialised. As a result, productivity suffers. To overcome this, job boredom, job rotation and job enlargement could be introduced.

Job Rotation involves moving workers from job to job or not requiring worker to perform only one single and specialised task over a long period. This has helped to increase organisational productivity in a short run. In contrary, Job Enlargement is a strategy developed to overcome the boredom of simple and specialised tasks. Job enlargement increases job satisfaction than job rotation.

Work Environment

A conducive work environment forms the basis in which the hypotheses were developed. The work environs refer to the job. The job context encompasses company policy and

administration, technical supervision, salary, interpersonal relationship with the supervisors, and working conditions. This could be a source of satisfaction or dissatisfaction.

Many scholars and experts are of the belief that workers' behaviour is a function of their environment. An individual perception about his environment has a great deal to do with whether he will be bold or meek, optimistic, or pessimistic within the company he finds himself. This was supported by [22] where he purported that a worker external environment can influence not only his personality but also his perception, all of which affect his attitude and behaviour within the organisation.

The implication of the above is that positive work environment affects the behaviour of the workers positively hence his productivity. The management of Onyx and Company Nigeria Limited seems to agree with this, hence the efforts they make to review the working conditions periodically in a bid to elicit positive behaviour from the staff. [9] in his 2-factor theory disagrees with the above. He believes that satisfiers/motivators relate to the work content while dissatisfaction relates to the work context, that is, salary, company policy, working conditions etc. which are instrumental factors, do not motivate when they are present, but when absent, they lead to dissatisfaction.

Materials and Methods

Data Collection and Sample

In this study, the primary data was obtained using the questionnaire. It helped in the gathering of data on practices, situations, or view. A descriptive cross-sectional study was carried out to seek solutions to the problem in this study. A quantitative structured approach was used to collect information relating to motivation and productivity, so that an in-depth description on the numerical information can be generated and emphasized.

The population of this study consists of 450 staff in the five division of Onyx and Company Nigeria Limited. In order to achieve the

objectives of the study, an unbiased sample was used to ensure that every employee in the population has an equal chance of selection hence a random sampling method was employed to select 100 employees from a population of 450 staff out of which 90 respondents submitted their feedback and this constituted the sample size of this study while tabular and statistical technique were used to analyze the data and gather the findings.

A standard questionnaire with structured questions written in English Language was used in the collection of data. It contains twenty-one multiple choice questions from which the respondent can choose the most suitable. This choice was deliberate because they contain information on all the variables included in this study, it provides suitable respond structure for this process and will allow statistical method to be used in analysing the data collected so it can aid in the research hypothesis testing. The questionnaire was designed and patterned along [2] Five-point scale model, that is 1 = Strongly disagree, 2 = disagree, 3 = Not sure, 4 = Agree and 5 = Strongly Agree.

Test of Reliability

A pilot test was carried out with 20 numbers of the respondents that broadly represent 2% of the overall staff that will be used in this study. A draft of the questionnaire was done to test if it will achieve its desired results and to correct any mistake that could be identified. At the end of the pre-testing the questionnaire, it was observed that the questions are too worded, the sequence of the question was not place in the right order and the instructions to the interviewers were inadequate. It was based on the successful outcome of the pre-test that the final form of the questions and the questionnaires were developed.

Method of Data Analysis

In the study under review, the data collected are the responses from respondent that were administered the questionnaires. The data was

collected, collated, analysed, and interpreted. In a bid to underline the cause(s) of this problem with a view to finding a lasting solution to the problem, the formulated hypotheses will be tested using some questions in the distributed questionnaires. Inferential statistics was used to analyse the data collected from the respondent and to test the relationship between staff motivation and productivity, eight (8) questions out of the twenty-three (23) questions in the questionnaires were selected because they have direct effect on the study under review and these questions and the responses were analysed using the Statistical Package for Social Sciences to analyse the Pearson Product Moment Correlation Coefficient to find out if there is a relationship between motivation (x) and staff productivity (y) and how positively or negatively correlated are they while the Chi Square was used to analyze the stated hypotheses.

In carrying out the coding, the response to questions in the questionnaire was set as X and Y.

Where, X signifies Agree and Strongly Agreed.

Y signifies Not Agreed and Disagreed.

The total number of X and Y were counted for each of the eight questions and used to carry out the coding and the analysis of the responses. Each questionnaire and their corresponding scaling were grouped into a range of 10 respondents for the ninety (90) returned questionnaires for easy management and collation into X and Y.

The selected questions were.

1. Question 1: How do you assess your salary vis-à-vis what obtains in the industry?
2. Question 2: How do you assess the state of productivity in your company?
3. Question 3: How do you assess the condition of service in your company?
4. Question 5: How do you assess these fringe benefits?
5. Question 9: Do you feel satisfied working in this company?

6. Question 12: Would you like to make a career in this company?
7. Question 13: How do you assess the morale of workers in your company?
8. Question 18: How is your relationship with your supervisor?

Demographic Data

The socio-demographic data was used to get the characteristics of the ninety staff of Onyix and Company Nigeria Limited that participated in the survey, a response rate of 90 percent was completed and is appropriate to conduct the analysis.

Data Presentation and Analysis

The presentation starts with the demographic data, the quantitative results, the test of hypothesis and the discussion of the findings.

Table 1. Respondents' Response to the Questionnaire

Criteria	Frequency	Percentage Response
Gender		
Female	48	53.3
Male	42	46.7
Age		
18 - 25	15	16.7
26 – 35 years	24	26.7
36 – 45 years	37	41.0
46 and above	14	15.6
Marital Status		
Divorce	4	4.4
Married	40	44.4
Separated	7	7.8
Single	39	43.4
Length of Service		
0 – 5	20	22.2
6 – 10	29	32.2
11 – 15	26	28.9
16 >	15	16.7

Descriptive Statistics

This Table 2 the Mean, Standard Deviation, and the number of the Observations for each of the variables (N).

Correlation Analysis

This section gives the value of the specified test of correlation i.e., Pearson's r. Each row and column correspond to one of the variables each in the Table 3.

Table 2. Mean Score Analysis

	Mean	Std. Deviation	N
x	36.13	11.395	8
y	47.00	11.539	8

Table 3. Correlation

Correlations		X	Y
x	Pearson Correlation (r)	1	-1.000(**)
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	908.875	-920.000
	Covariance	129.839	-131.429
	N	8	8
y	Pearson Correlation (r)	-1.000(**)	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	-920.000	932.000
	Covariance	-131.429	133.143
	N	8	8

** Correlation is significant at the 0.01 level (2-tailed)

Table 4. Nonparametric Correlations

Correlations			X	y
Kendall's tau_b	X	Correlation Coefficient	1.000	-.982(**)
		Sig. (2-tailed)	.	.001
		N	8	8
	Y	Correlation Coefficient	-.982(**)	1.000
		Sig. (2-tailed)	.001	.
		N	8	8
Spearman's rho	X	Correlation Coefficient	1.000	-.994(**)
		Sig. (2-tailed)	.	.000
		N	8	8
	Y	Correlation Coefficient	-.994(**)	1.000
		Sig. (2-tailed)	.000	.
		N	8	8

** Correlation is significant at the 0.01 level (2-tailed)

Table 5. Regression

Variables Entered/Removed (b)			
Model	Variables Entered	Variables Removed	Method
1	x(a)	.	Enter

a All requested variables entered. b Dependent Variable: y

Table 6. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.999(a)	.998	.998	.515

a Predictors: (Constant), x

Table 7. ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	978.406	1	978.406	3683.462	.000(a)
	Residual	1.594	6	.266		
	Total	980.000	7			

a Predictors: (Constant), x; b Dependent Variable: y

Table 8. Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	84.481	.644		131.204	.000
	X	-1.038	.017	-.999	-60.692	.000

a Dependent Variable: y

Testing of the Hypothesis

Hypothesis shows a tentative prediction of the answer or explanation of the research problem being investigated. The tentative explanations are developed temporary at an early stage of a research, and they give an insight to the research being studied, and they must be put to test to see if they conform to the direction of the research and proffer solution to the problem being studied. The assumptions may be believed to be true, but the result of the research may prove to be otherwise.

Three hypotheses were set in this study and will be tested to see if they are validated or not validated. Some of the answer from the questionnaire will be used to validate this.

The test will be carried out using the statistical test type called the Chi-square denoted by (X²). The Chi Square will measure the relationship between the dependent and independent variables.

The formula for calculating the Chi-square (X²)

$$(X^2) = \frac{(O_1 - e_1)^2}{e_1} + \frac{(O_2 - e_2)^2}{e_2} + \dots + \frac{(O_n - e_n)^2}{e_n}$$

Where:

O_i = Observed frequency.

e_i = Expected frequency (Total observed value divided by the number of alternative responses).

O_n = Number of Observed frequency that occurred.

e_n = Number of expected frequency that occurred.

Testing Hypothesis 1

Null Hypothesis (H₀): Higher monetary incentive to workers will not lead to increase in organisation’s productivity.

Question 8 in the questionnaire was designed for testing of this hypothesis as illustrated in the Table 9.

Table 9. Testing Hypothesis 1

Responses	O _i	e _i	O _i - e _i	(O _i - e _i) ²	(O _i - e _i) ² / e _i
Prospect of promotion	18	18	0	0	0
Good fringe benefits	14	18	-4	16	0.89
Good work environment	17	18	-1	1	0.06
Good salary	30	18	12	144	8
Prospect of job security	11	18	-7	49	2.72

Using the Chi-square method in calculating this;

$$X^2 = \frac{(O_1 - e_1)^2}{e_1} + \frac{(O_2 - e_2)^2}{e_2} + \frac{(O_n - e_n)^2}{e_n} = 11.67.$$

The calculated $X^2 = 11.67$.

The degree of freedom = $K - 1$, where k is the number of rows.

$$K = 5.$$

$$\text{Therefore, } K - 1 = 5 - 1 = 4.$$

Using the Chi-square distribution table from Biometrika table for statistician, the critical value of X^2 0.05 at 4 degree of freedom is 9.488.

Decision Rule

At a significant level of 5% accept the null hypothesis if the calculated value is less than the table value, otherwise, reject the hypothesis

if the calculated value is greater than the table value.

Following the calculation above, the calculated value for the Chi Square is 11.67 which is greater than the tabulated value 9.488. This means that the test result falls out of the acceptable region hence the alternative hypothesis that says that higher monetary incentive to workers will lead to increase in organisation's productivity is accepted and the null hypothesis is rejected.

Testing Hypothesis 2

Null Hypothesis (H₀): The extent to which an organisation succeeds in satisfying the needs of its staff will not determine the degree in which the goals of the organisation are realised.

Question 20 in the questionnaire was designed for testing of this hypothesis.

Table 10. Testing Hypothesis 2

Responses	O _i	E _i	O _i - e _i	(O _i - e _i) ²	(O _i - e _i) ² / e _i
Agreed	29	30	-1	1	0.03
Disagreed	45	30	15	225	7.50
Can't Say	16	30	-14	196	6.53

$$X^2 = \frac{(O_1 - e_1)^2}{e_1} + \frac{(O_2 - e_2)^2}{e_2} + \frac{(O_n - e_n)^2}{e_n} = 14.06.$$

The calculated $X^2 = 14.06$.

The critical value of X^2 0.05 at 2 degree of freedom is 5.991.

Decision Rule

In the above calculation, the calculated value which is 14.06 is greater than the tabulated value of 5.991 at 2 degrees of freedom. This means that the test result falls out of the acceptable region hence the alternative hypothesis that says that the extent to which an

organisation succeeds in satisfying the needs of its staff will determine the degree in which the goals of the organisation are realised is accepted and the null hypothesis is rejected.

Testing Hypothesis 3

Null Hypothesis (H₀): The productivity of workers will not decline when the climate in the organisation is hostile than when it is friendly.

Question 17 in the questionnaire was designed for testing of this hypothesis and is analysed in the table below.

Table 11. Testing Hypothesis 3

Responses	O _i	E _i	O _i - e _i	(O _i - e _i) ²	(O _i - e _i) ² / E _i
Cordial	22	30	-8	64	2.13
Not Cordial	45	30	15	225	7.50
Moderate	23	30	-7	49	1.63

$$X^2 = (O_i - e_i)^2 / e_i + (O_2 - e_2)^2 / e_2 + (O_n - e_n)^2 / e_n = 11.26.$$

The calculated $X^2 = 11.26$.

The critical value of X^2 0.05 at 2 degree of freedom is 5.991.

Decision Rule

In compliance with the decision rule, the calculated Chi Square value which is 11.06 is greater than the tabulated value 5.991 at .2 degree of freedom. This means that the test result falls outside of the acceptable region hence the hypothesis that says that the productivity of workers will decline when the climate in the organisation is hostile than when it is friendly is invariably accepted.

Result and Discussion

As shown in Table 1, In the sample of 90 respondents, 42 are male and 48 are female with the male constituting 46.7% of the respondents and the female 53.3%. More female took part in the survey than the male. 15 respondents are between the ages of 18 – 25 which is 16.7%, 24 between the ages 26 – 35 which is 26.7%, 37 are between the ages 36 – 45 which is 41% and 14 respondents are between 46 and above which is 15.6%. We have more employees between the age bracket of 36 – 45 years of age. 4.4% of the respondents (4) are Divorced, 40 Married which is 44.4%, 7 are Separated which is 7.8% and 39 respondents are Single which forms 43.4%, the organization has more married employees and single employees follow next. In addition, 20 respondents have been with the company between 0 – 5 years which forms 22.2%, 32.2% are between 6 – 10 years, 26 respondents between 11 – 15 years which represent 28.9% and 15 respondents have worked 16 years and above which is 16.7%. Staff that have worked between 6 – 10 years in the organization had the highest response and are experience as well to give objective feedback.

It is seen from table 3 that there is correction between motivation and staff productivity. The

correlation value (r) is -1 which means there is a high correlation between motivation and productivity. Strong relationship between workers motivation and productivity exists which show that the more workers are motivated the higher their productivity.

In the model summary indicated in table 6, the R square value is 0.998 that is 99.8%, which means there is likely 99.8% changes in the dependent variables are caused by changes in the independent variable.

The result of the Anova analysis in table 7 showed that the p-value is 0.00 which is less than 0.05, so, there is a significant relationship between the dependent and the independent variable, hence the control variable and the factor is fit for consideration.

The first hypothesis which says that the higher monetary incentive that workers get increases the productivity of the organisation. Going by the outcome of the statistical test carried out in order to find out if there is a significant relationship between higher incentive and productivity, it is seen that the higher monetary incentive is a major determinant in the increase of productivity subsequently the hypothesis was accepted and the assumption of high incentive having influence on productivity is supported by [23] in his Principle of Scientific Management which noted that workers when paid adequate wage or given higher monetary incentive tend to work harder, thereby increasing their productivity. The poor wage/salary/poor incentive purportedly paid to workers in the company undoubtedly affects their productivity. This supports the above hypothesis.

In support of the above, money is a good motivator of behaviour in a work context, and workers respond to it more than any other factor. They tend to view money as a good inducement that will motivate them in ensuring that the goals and the objectives of the organisation are met. This contradicts [9] hygiene factor which holds that salary/money

does not motivate worker to higher efforts but only help to keep workers on the job. It supports Taylor's assertion that productivity could be increased by giving workers or employees' higher pay and higher incentives.

On the strength of the acceptance of the second hypothesis which states that the extent to which an organisation succeeds in satisfying the needs of its staff determines the degree in which the goals of the organisation are realized, it is clear that the needs and aspirations of workers are far from being met, hence this validated the hypothesis.

In a situation whereby workers are rarely promoted, salary and conditions of service poor, and morale low, productivity is bound to be low. When the needs of the employees are not met, this will lead to demotivation which is contagious. A demotivated worker that constantly complain about the condition of service or other undesirable factors can easily tend to work on other staff to be demotivated as well. For any organisation to tackle demotivation effectively, then it is necessary to determine the reason behind the lackluster attitude of the workers. If the management can help to motivate such workers, it will go a long way to boost the morale of the workers and motivate them to be open, optimistic, and also have a positive attitude. A demoralized workforce can make or mare an organisation.

Hypothesis 3 is aimed at evaluating the environment under which the employees work, and its impact is on productivity. This is because the environment and organizational climate can be a motivator or de-motivator. An unfriendly work environment can cause a decrease in worker's productivity; it is necessary and imperative to build an environment that can promote respective behaviour amongst employees.

It stated that when the organizational climate is hostile and unfriendly, the productivity of workers declines. This has been tested and validated based on the result of the calculated and critical value. The above sum up to paint a

picture of an unfriendly organizational climate in the company. This gives impetus to the not too encouraging productivity level in the organisation, thereby validating the stated hypothesis 3. This situation can be corrected if the management can make out time to listen to what is said and unsaid by the employee and get involved. In an organisation, body language can speak volume about the organization's atmosphere; hostile environment must be corrected so that the productivity of the organisation is not adversely impacted negatively. Identification of the ramifying problems and error inherent and emanating from motivation in Onyx and Company Nigeria Limited must be addressed, and a solution proffered that is aimed at ameliorating or obliterating the problems must be sought so that productivity will not be adversely affected. The organization's climate must be always friendly so that the employees feel free and safe to communication with the management on issues affecting their productivity.

Conclusion

From the study, it was observed that productivity is a functional part of the employee's ability and their motivation, so if productivity equals to zero so does employee motivation. The primary task of the management is to motivate workers to put in the best of their ability.

Motivation forms an internal engine of an organisation, and its benefit cannot be quantified as it shows over a period. The ultimate reward of motivation is employee's personal growth and development, an employee is motivated when he is given a challenging work in which he can assume responsibility.

The employees are life wire of an organisation and when they are motivated it will have an adverse effect on productivity and if they are not motivated, it will negatively affect the overall efficiency and productivity of the organisation. [24] suggested three basic

types of behaviour necessary for every organisation to function effectively, namely:

1. People must be induced to enter into and remain within the system.
2. Employees must carry out their role assignments in a responsible and dependable fashion.
3. There must be innovative and spontaneous activities in achieving the objectives of the organisation far beyond the routine role definition and specification.

In this study, the investigation highlighted the following salient points within the organisation. Low worker morale is responsible for the declining performance and productivity of workers in the organisation. This low staff morale is attributable to the poor conditions of service, poor incentives scheme, poor salary, lack of opportunity for career advancement, poor worker–management relations, poor supervisor relations and management nonchalance to the welfare of the staff. Low morale of a workforce is very contagious and can be like a plague that spreads from one worker to the other. The management of Onyx and Company Nigeria Limited must does not ignore this because it can have devastating effect on the growth and productivity of the organisation.

It is therefore the duty of the management to understand the needs and aspirations which workers brought to the workplace and to tailor their motivational scheme towards these needs and aspirations. This can be achieved through careful study of the workers, careful analysis of the micro and macro-economic trends and the alignment of the conditions of services and welfare packages to the trend in the economy, and a proper appraisal of workers with a view to weeding nonperforming staff and bad eggs in the organisation. A manager should be aware that a management style also influences motivation because if a manager is not appreciated or liked by the employee this will make the workers to function minimally. It is advisable for managers to undergo training and

workshops that will educate them that the emotion of the employees is also involved in motivation. An employee may be unstable to perform optimally if he is easily emotional about situations. Under a normal situation and conditions, employees tend to work at about two thirds of their capacity. In addition, when employees are properly motivated there will be a direct association with productivity and with maintenance factors. This is evident, when there is less staff turnover, absenteeism is reduced, workers are contented with their work, they feel challenged and are less destructive in carrying out their job function, therefore the result will lead to higher level of productivity and the survival of the organisation is ensured.

Furthermore, for a manager to be successful, he must be a people mover, so his attitude motivates employees to increase productivity. He should ensure that he knows his workers and understand that employees are from different background and environment, so they do things for different reason and motives, if this is not recognised quickly, the manager will lose some of his best staff.

The stereo-type application of motivational strategies as is the case in most of our organisations should be eschewed. In motivating workers to be effective it must be relevant to the needs and the aspirations of workers else it will be fruitless and useless.

If the above are objectively and sincerely carried out, no doubt, workers confidence and loyalty to the company will be firmly established thereby enhancing their productivity and ensuring the survival of the organisation.

Recommendation

In view of the proliferation in the industry and the heightened competition engendered, it becomes more imperative that any organisation that get its workers to work harder and show more commitment to their work will thereby increase their productivity. The survival and existence of the organisation depends on the higher productivity of the company and so

management should ensure that the staffs are adequately motivated to ensure higher productivity. It is against this backdrop that the management of Onyx and Company Nigeria Limited incessantly prod their workers to redouble their efforts thereby enhancing their productivity, but the obvious low morale of the workers/staff has not helped the productivity situation. Based on data collected on the factor that workers feeling could elicit their optimum exertion of efforts toward the realization of the organisational goal, the following factors are discernible.

1. Good Salary: The salary should be very competitive in the industry and good enough to provide at least the worker's basic needs. In this regard, any salary enhancement or monetary inducement should take into cognisance the cost-of-living index and the inflationary trend. This investigation reveals that Onyx and Company Nigeria Limited merely fix the salary of workers, determine the conditions of service, establish incentive schemes without considering the needs and aspirations of the workers.
2. Opportunity for career advancement: A well-structured organogram or policy should be put in place towards career advancement. The structure should be such that it allows the workers to develop their potential, advancement in their career and can even rise to top management position. This will enable the worker have confidence in the system and themselves and stay longer in the organisation thereby reducing staff turnover.
3. Improve general working conditions: The Company should provide the right working tools, create good corporate image both for the staff and the organisation. There should be a clearly spelt out division of labour and the right tool/safety for the job should be provided to the job holder. The worker should be properly trained as this develops them mentally and physically on the job.
4. Conducive organisational climate: A friendly work environment should be created through frequent social visit, attending colleague's marriage celebration, childbirth visitation, condolence visitation to a bereaved colleague, group get – together, annual party, club membership, group picnic, retreat, seminars etc. Poor worker–management relations, hostile organisational climate, favouritism, and victimisation are the bane of workers dedication, hardworking and commitment to work/duty. A conducive and stable organisation climate should be built and encouraged. This is possible when workers are also involved in decision making in things concerning their welfare and the organisation, their concerns or issues are listened to and very well addressed. Justice and equity should be the watch word for the management and should also be enthroned while favouritism is eschewed, promotion should be based on merit and not on personal recognition.
5. Productivity bargain: This is another good means of increasing productivity through motivation. The management and the workers can agree at a certain realistic set target which are achievable, and management will agree to give a certain percentage of the proceed if the set target is met. This could be perceived from the Management by Objective (MBO) point of view which according to [25] productivity increases when goals are set, participation in decision making are carried out and feedback are given objectively. When all these processes are combined, MBO also should increase productivity.
6. Shareholding: Management should make it possible for their workers to have a stake in the organisation through having some share in the company. This will make them to have a sense of belonging and a great sense of responsibility towards discharging the company's obligation.

7. Good gratuity and pension scheme: When gratuity and pension scheme are not present or adequate in an organisation, the workers will perceive the company as a stopover or just buying time while in transit for juicy or greener pasture. When pension scheme is put in place the workers are assured of a means of living after retirement, so they would do anything to protect the survival of the organisation since they also have a stake in the company and any failure affects their lives.

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Conflict of Interest Statement

I declare that there is no conflict of interest in this study.

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