

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Motivation refers to stimulating someone or oneself to get desired result, to make the right moves in order to get desired feedbacks. Motivation is a well-studied field with background in many academic fields including psychology, sociology, education, political science, and economics. Motivation is a very crucial aspect to any discussion relating to work behaviour because it is thought to have a direct relationship with good work performance. It is assumed that a motivated employee is a productive employee (Riggio, 2014). Organisations are constantly in search of ways to structure the work so that the nature of the job perfectly fits into the nature of the employee. This helps to make the job exciting and as enjoyable as possible.

The most important effect of employee motivation is that of enhanced productivity or efficiency as a matter of crucial significance. So if you can boost employee motivation, productivity will follow predictably (Ryan, 2011), this is the main objective of implementing worker motivational approaches.

The continuing success of a company depends largely on having extremely motivated, productive and creative staff. So understanding the connection between motivational strategies and productivity and discovering what motivates staff is crucial. How to manage and reward staff is also critically imperative, not only in terms of wages, but also, for instance, through recognition and other incentives, this is because highly motivated staff are prepared to go that extra mile for the organisation. But providing these relevant strategies of motivation isn't quite enough, managers should also be able to observe the potency as well as effectiveness of the strategies implemented because not all staff have the same motivation. Employee motivation goes a long way towards guaranteeing employees feel appreciated cared for and deemed meaningful. The most important thing about motivation is that it is individualized and as such strategies are tailored to satisfy employees' requirements and wants. Each job organisations main goal is to always achieve a high level of productivity that will culminate in constant company development, fast capital base development, and high company owners' profit. Productivity, as it were, is the output-to-input ratio, i.e. output obtained, taking into account the funds placed in place to accomplish this yield. Work organisation staff, however, are a powerful factor in making

high productivity achievable, which explains why they always need to be motivated. To attain optimum output, employees are required to coordinate other production factors. These employees engage in work activities in order to earn salaries for them and their families to live comfortable lives and to satisfy other basic needs of life. For employees to remain committed, hardworking and contribute tremendously towards the objectives of high performance and maximum productivity, they must be motivated by the employer through diverse motivational strategies or tools.

Motivational strategies or tools are those incentives, methods, techniques and activities put in place to galvanise workers to put in their best for maximum productivity to be achieved. Motivation according to Hellriegel (1996) refers to any influence that portrays, directs or maintains people's goal directed behaviors. This presupposes that, every employee has goals and expectations to meet while engaging in work activities. Such goals and expectations vary from one individual to another and so does motivational tools to meet these goals and expectations equally vary from one work organisation to another.

As to the facts, while some work organisations through their management put in place robust motivational packages for their staff to enjoy to be able to get good results for them, some work organisations consider this as inconsequential by forgetting that labour is the most difficult and problematic factor to handle of all factors of production. This stems from the fact that labour has its own desires, goals, expectations, aspirations, interests and hopes that are at variance with the employer of such labour.

For all reasons and purposes, the efforts to motivate workers to perform effectively must always emanate from the management or employer. It can be manifested in form of robust salaries, participatory management styles, favourable working conditions, free flow of communication, interpersonal relationship among staff, good terms and conditions of employment, social dialogue, respect for human dignity, fair labour practices etc. All these will ultimately pave way for concerted and relentless efforts on the part of the employees to work meritoriously towards the success of the organisation. It is against this background, the study examines the impact of motivational strategies on organisational productivity in Unilever, Nigeria, Plc.

## **1.2 Statement of the Problem**

Motivation should not be unattended to in any organisation. Every organisation seeks to achieve a high level of market productivity and sky rocketing profits. In the bid to achieve this collectivity of efforts of the employees are crucially needed. A workforce is part of the

determinants of a high standard of productivity. Therefore it's best to take certain measures to keep workers motivated.

A demotivated worker in an organisation is identified by his/her display of characters or attributes that depict a level of job/work dissatisfaction.

Many employees are rarely motivated in the workplace and this leads to slow productivity which could pose a threat to organisational maximization. It is very crucial for various organisations to be able to strategize proper motivation programmes for its employees. To do this employers must be properly aware of the factors that motivate its employees as they vary according to people present in the organisation.

Many organisations do not take cognizance of the importance of motivation as an effective tool for organisational productivity, efficiency or effectiveness

In a highly competitive environment which is now global many organisations become anxious as to how they can retain their workforce. For any organization with goals and objectives to maximize profit and ensure organisational productivity, it is pertinent to note that they view their most skilled and experienced employees as more of assets than liabilities to them. Since it's obvious that properly motivated workers affect performance and productivity respectively, the organisation is put on the edge as regards how to retain relevant staff members with proper motivational styles. Employee motivation is a higher challenge (Levy 2013). Motivation is a very important to the growth of any organisation, however, many organisations have failed in its implementation of proper motivational strategies because employers focus on the one-size-fits-all approach to motivation implementation. It is essential for executives and supervisors not to assume a one-sizefits-all strategy to know what motivates individual staff (George and Jones, 2013). Managers generalize these strategies because they believe that what motivates one worker motivates all. Humans have several needs that need to be solved; some physical, financial, physiological, and organizations should be able to plan various incentives to help employees to fulfil some of them, this way some of them are motivated. It is necessary to understand that humans have needs and they vary, so what motivates one worker might have no effect on another worker. Often staff are motivated differently and they need to create a job atmosphere that encourages motivation, organizations need to understand what is essential to their staff and then highlight these variables. There is a fall in motivation implementation in many organisations, and this is because employees have no input in motivational strategies in the organisation. When employees are unable to communicate with employers as regards certain strategies that arouse a

spirit of motivation in their workplace, employers will not be aware of these factors and go ahead to set up motivational programs which they feel would interest or motivate these employees.

Many researchers have embarked on studies relating to motivation. Some of them are: The Effect of Motivation on Employee Performance in Organisations (Ofelia Robescu & Alina Georgiana Lance 2016), The Impact of Motivation on Employee Performance & Job Satisfaction (Ali A. et al 2016), Employee Motivation & Performance (Brent Keijzers 2010), Motivation in the Workplace to Improve the Employee Performance (Vinay Chaitanya, 2014), Effect of Motivation on Organisational Productivity (Ajalie Stanley, 2017), Effect of Motivation on Employee Performance (Elizabeth Warimu Waiyaki, 2017), Impact of Motivation on the Productivity of Employees (Joyce E. McForson, 2012), Effect of Motivation on the Performance of Employees (Millicent Nduro 2012).

As a matter of fact, all these past studies are impressive, however, little or nothing has been done in intellectual discourse to examine the impact of motivational strategies on organisational productivity. It is this identified gap that the study hopes to fill through empirical investigation. It is in the light of this, that the study examines the impact of motivational strategies on organizational productivity in Unilever, Nigeria, Plc.

### **1.3 Research Questions**

This research seeks to produce answers to the following questions:

1. What is the relationship between financial rewards and the output of an organisation?
2. What is the link between good terms and conditions of employment and organisational workflow?
3. What is the connection between employees training and work knowledge/ planning of the organisation?
4. What is the association between participatory management style and employees performance?

### **1.4 Research Objectives**

The overall objective of this study is to examine how motivational strategies can affect organisational productivity. However the specific objectives of this research are;

1. To examine the relationship between financial rewards and the output of the organisation.

2. To verify the link between good terms and conditions of employment and organisational workflow.
3. To determine the connection between organisational training programmes and work knowledge/planning of the employees.
4. To examine the association between participatory management style and employees' performance.

### **1.5 Research Hypotheses**

H<sub>0</sub>: There is no significant relationship between financial rewards and output of the organization.

H<sub>1</sub>: There is significant relationship between financial rewards and output of the organisation.

H<sub>0</sub>: There is no significant link between good terms and conditions of employment and organisational workflow.

H<sub>1</sub>: There is a significant link between good terms and conditions of employment and organisational workflow.

H<sub>0</sub>: There is no significant connection between organisational training programmes and work knowledge/ planning of organisation.

H<sub>1</sub>: There is a significant connection between organisational training programmes and work knowledge/ planning of organisation

H<sub>0</sub>: There is no significant association between participatory management style and employees' performance.

H<sub>1</sub>: There is a significant association between participatory management style and employees' performance

### **1.6 Area of the study**

Unilever began with British soap-making company called Lever Brothers. Their ground-breaking action in business was the introduction of Sunlight Soap in 1890s. The idea came from William Hesketh Lever, founder of Lever Brothers. Through this, the Lever Brothers became the first company to help popularise cleanliness in Victorian England. Unilever is a manufacturer of some of the world's major ingredients, home care and personal care items such as blue band, Knorr and Royco, ice cream, Lipton tea and Omo, Lux, Dove, Sunlight soaps, Vaseline, Close up tooth paste etc. Unilever is one of most dominant companies in the world by providing goods that help people in their daily life and also supporting global economic growth. They have over time greatly advanced their strategies in order to create products until they can fully meet consumers'

requirements. This is the rationale for the popularity of their products and why most of their products are convenient to use. It is pertinent to note how influential Unilever is in human social life and it is evident in the fact that at least one Unilever product can be found in every house in Nigeria and beyond.

### **1.7 Scope of the Study**

This research is basically centered on assessing how motivational strategies affect the level of organisational productivity in Unilever Nigeria Plc. Since it is impossible to carry out this study in all branches of Unilever in Nigeria, this study is restricted to the head office of the company at Ikeja, Lagos.

### **1.8 Significance of the Study**

The results achieved from this study is very crucial as it will help to determine how certain motivational strategies when put in place result in organisational productivity.

- It will help leaders/ employers/managers understand the potency of motivational strategies as an effective tool for achieving a high level of organisational productivity. This way such employers are aware of the necessary steps to take in order to execute proper employee motivation administration. It is very important to know that an organisation can only be as good as its workforce that run the organisation and it is these employees that make up the workforce. So if steps are taken in order to properly ensure that administration of motivational strategies are effective then there is a guarantee of a certain level of increase in organisational productivity. Therefore, studies like this are a valuable resource in helping organisations identify and maximize ways to motivate employees for the advancement of the organisation.
- Also, this study would contribute to the existing body of knowledge on the impact of motivational strategies on organisational productivity. Many research works have been done on motivation and this study will be helpful in understanding the link between certain motivational strategies and organisational productivity.
- It will also help future scholars who will endeavour to undertake a study on motivation and productivity. This study will act as a guide to help other scholars who wish to carry out a research on motivation and productivity
- It will enable organisations to be accurately apply several motivational strategies that will help in the actualization of organisational objectives.

- It will also assist them in outlining a different approach in workplace motivation. The result obtained from this study will assist organisation managers in outlining a different approach to administration of motivation strategies in such a way that organisational productivity is attained.

## **1.9 Definition of key Terms**

### **Motivation**

It is the state or condition of being induced to do something. It is the driving force which causes us to achieve goals. It also drives people's willingness and desire to do something. Motivation is usually described as the psychological forces which determine a person's amount of effort and the persistence of a person in the face of barriers (Stanley, 2012:1-9).

### **Strategy**

Strategy can be seen as a plan designed to achieve a particular long term aim. According to Von Neumann and Morgenstern (1947) Strategy is a sequence of actions that a business takes in accordance with a specific scenario. Chandler (1962) described strategy as the determinant of a company's fundamental long-term objectives and the implementation of course of action and the distribution of funds needed to achieve those objectives.

### **Organisation**

It refers to a group of people or other legal entities with an explicit purpose and written rules. According to Oliver Sheldon, "Organisation is the method of mixing the job to be done by people or organisations with the equipment needed to carry out it, so that the tasks conducted in this way provide the best channels for the effective, systematic, positive and coordinated implementation of the available effort." Organisation aids efficient use of resources by allocating the duties to various persons.

### **Productivity**

It is the state of being productive, fertile or efficient. Productivity is commonly defined as a ratio between the output volume and the volume of inputs. Productivity is frequently described as a proportion between the quantity of output and input quantity. Productivity can also be seen as a measure of how well in an organisation resources are pooled and created to achieve a set of outcomes. Productivity is the name of reaching the higher level of performance with the least expenditures of resources.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Motivation**

In recent years, psychologists and behavioral scientists have been very interested in motivation as a notion. Currently, motivation is commonly practiced by nearly all organizations as they now see it as a significant factor in their job environment. Many employers think that their businesses' ongoing success depends on attracting and retaining employees, hence the immediate need to observe it. Many academics have been attempting to describe motive. Motivation is a well-studied field that has origins in psychology, sociology, education, political science, and economics in many academic disciplines.

Motivation is a critical component of the productivity of organisations. Even if people have the right skills, clear work goals, and a supportive work environment, they wouldn't get the job accomplished without enough motivation to satisfy those work goals (Mullins, 2006). He elaborates that motivated employees are eager to apply a certain level of effort (intensity), for a certain amount of time (persistence), toward a distinct goal or direction (Mullins, 2006).

Motivation is extremely crucial to the development of any organisation as well as its level of productivity. For any discussion based on work behavior, the topic of motivation is unavoidable due to its direct link with employee performance. There is a feasible connection between a motivated worker and a productive worker. The term motive comes from the Latin word 'movere' meaning moving (Baron et al 2012). Motivation is universally indispensable to humans, so it is certainly one of the major factors that determines the work performance of any employee. Motivation is very important for a worker in any organization to function at his fullest. When a worker is appropriately motivated, the worker is eager towards the activities of the organisation that would increase productivity. When a worker is properly motivated to his satisfaction, the worker is enthusiastic towards carrying out his specified tasks that result in him achieving his quota necessary for organisational development and achievement of its goals. Motivation aids productivity and it could come in form of promotion, increase in pay, compensation, recognition of visible improvements, and many other kinds of fringe benefits. A worker who is truly motivated in turn becomes a source of motivation to other workers and this



can help to increase collective productivity. Motivation not only promotes productive output, but also shows how much the business cares for its staff.

Motivators are things that lead employees to be satisfied and motivated by their jobs and have to do with job content, they are inherent in the work itself: Their presence results in job satisfaction and motivation, but their absence results only in neutrality (Levy, 2013). Motivators include intrinsic factors such as possibility for promotion, demanding work, recognition, achievement and responsibility (Stanley, 2012). Motivators operate to increase job satisfaction.

### **2.1.1 Types of Motivation**

There are basically two types of motivation, intrinsic and extrinsic motivation.

#### **I. Intrinsic Motivation**

This is linked to psychological benefits such as taking advantage of one's capacity. A sense of challenge and accomplishment, a feeling of appreciation, favorable recognition and careful and considerate treatment. Intrinsic motivators are concerned with the quality of work life, and are likely to have deeper and long term effect because they are inherent. "Intrinsic motivation energizes and sustains actions through the spontaneous satisfactions intrinsic in efficient volitional action," Deci et al. (1999) observes. It is evident in behaviors like playing, exploring, and seeking challenge that individuals often do for internal benefits "(p. 658).

#### **II. Extrinsic Motivation**

It has to do with physical rewards such as wage and fringe benefits, safety, promotion, service contract, job climate and service circumstances. This is what needs to be done to or motivated by individuals. They are often organizationally determined and can be mainly beyond the control of the individual executives. Extrinsic motivators can have a powerful and immediate effect, but they won't last long (Mullins, 2005; Armstrong, 2003). Extrinsic motive happens when things are done to motivate someone, such as rewards such as pay, praise or even promotion, and penalties such as criticism, withheld pay, etc.

### **2.1.2 Features of Motivation**

Mitchel (1982) has defined motivation as "those psychological processes that cause the arousal, direction and persistence of purpose-oriented voluntary behavior. Motivation is the act of stimulating the required course of action, pushing the right button to receive required responses.

The following are the motivation characteristics:

- I. **Motivation is an act of executives:** executives in an organization carry out the process of organizational motivation. They are the ones in charge of structuring as well as administering these motivational strategies. Managers are saddled with the responsibility of figuring out how to make good use of motivation to accomplish the set goals of the organisation. There is the belief in management, that managers can effectively manipulate or control the behavior of its subordinates. And this is engineered through its application of certain techniques (motivational strategies).
- II. **Motivation is characterized by continuity:** motivation is continuous in the sense that it is a spontaneous action. In order to continually achieve organisational productivity organization must follow up its motivational strategies. In essence, there must be continuous administration of motivation strategies to ensure organisational goals are achieved.
- III. **Motivation can either be positive or negative:** organisations can make use of either positive or negative motivation. It is positive when reward is awarded. An employee is motivated when he/she knows that there is a good reward if he/she is of excellent performance at the same time the motivation can be as a result of the fear of punishment or sanction.
- IV. **Motivation is goal oriented:** motivation is targeted towards achieving a goal previously set. It is a strategy implemented by organisations to set their workforce towards the achievement of goals.
- V. **Motivation is a complex activity:** the complexity of human beings and their behavior makes motivation a very complex activity. As diverse as humans are so are their needs (Maslow, 1943). Because of the complexity of human behavior, an individual is, in several instances, highly unpredictable. This has become one of the biggest errors for managers in administering motivational strategies because they have oversimplified motivation.

### **2.1.3 Relevance of Motivation in Organizations**

Motivation is of great importance to any organisation and also to its employees, if organisational productivity is to be achieved. There are various reasons why motivation is crucial in any organisation, some of them are;

- I. **Attainment of high efficiency of employees:** The level of an employee does not depend on his credentials and skills only. In order to exhibit the best of his work performance, it is necessary that the gap between gap between the capacity and readiness of the employee has to be filled. This gap is filled by motivation and this helps in refining the level of efficiency of workers. This process can result in an increase in productivity and an improved state of workplace efficiency. (Adi, 2000).
- II. **Attainment of organisational goals:** Where motivation is present, resources are properly utilized, the work environment is conducive, and employees are goal driven. These goals can be achieved through co-operation and co-ordination which is highly evident in a motivating environment. (Anka, 1988)
- III. **To reduce the problem of employee turnover:** Employee turnover is one major universal problem that organisations around the world experience (Stanley, 2012). Demotivation is one of the variables contributing to the elevated turnover of employees. Lawler (1971) explored the same point by expounding that workers with higher job satisfaction are more determined and productive, more concerned about the high quality of work and have lower chances of job turnover.
- IV. **To foster good inter-personal relations:** Motivation is a vital factor that incites employee satisfaction. Workplace dispute and strife in employees will reduces in the presence of employee satisfaction since there is no strong resistance to change or conflicting interests. This will result in profit maximization through increased productivity (Anka, 1988)
- V. **To reduce the risk of low morale:** A poorly driven workforce will be expensive for the organization as it will adversely affect colleagues ' morale (Jobber and Lee, 2014).
- VI. **To attain job security and stability of workforce:** Stability of workforce is very important for an organisation to be productive. Employees will be loyal to an organisation only when they have a sense of involvement in its administration. Employee's skills and competence is advantageous to employers. Through motivation, organisation is able to retain the qualified and experienced workforce and this promotes stability. (Rothberg, 2005)

#### **2.1.4 Motivation Strategies**

Lawler (2003) stresses that “treating people right is fundamental to creating organisational effectiveness and success, although this is easier said than done.” This means that organisational productivity is exceedingly contingent on how employees are treated in the organization.

According to him “a highly complex set of actions on the part of both organisations and employees is necessary. Organisations must develop ways to treat their employees so that they are motivated and satisfied; employees must behave in ways to help their organizations become effective and high-performing.” This points towards the interdependency that exists between organisation’s productivity and employee performance. While organisations are in pursuit of achieving productivity, they must employ strategies that will be useful in ensuring motivation in employees, because when motivated employees performance increases and this in turn increases productivity.

An employee’s reaction to an incentive (either financial or non-financial) system is a replication of his basic outlook on life which is a product of experiences which had an impact on him even before becoming an employee. This balls down to the fact that what motivates an employee is based on things he feels are of influence to him. So if an individual is one who values selfdevelopment for instance, when he/she finds himself in an organisation strategies relating to selfdevelopment are what motivates the employee.

Employees should be motivated through sufficient incentives, plans and reward systems that can consistently encourage them to be proactive and have right attitude to work and also enhance organisational productivity (Armstrong, 2007).

Incentives set up by organisations contrast from financial to non-financial benefits. These benefits could be sound salary and benefit programs, good supervisory methods, good work communication systems, recognition, promotion etc. Money is believed to be the universal remedy in employee motivation (Sara 2004, Taylor, 1911). However, contrary to this view is that money is not the only motivator in a work place (Luthan, 1998, Dickson, 1973, Herzberg, 1987). There are other factors can trigger employee motivation apart from money, some of which includes job security, excellent working relationships, recognition, commitment, growth and development opportunities, etc.

According to Rasheed et al (2010), together with sound mentoring and coaching processes to support worker learning, an employee's motivation is greatly enhanced by tangible and intangible incentives provided against his high performance.

#### **2.1.4.1 Financial Rewards**

Many managers are of the mindset that motivation is equal with money i.e. motivation is most basically connected with money. There is no disputing of the fact that money has a great effect on the mental and behavioral aspects of employees. Some managers apply financial rewards because they feel that an amount of money is all that is needed to straighten out the performance of their employees. Money is a very key factor of motivation because many people are motivated basically due to their desire to make money. This is why some people have a foreseeable response to financial rewards.

Financial rewards comprise of direct or indirect payments such as wages or salary, allowances, bonuses, insurance, loans and tuition refund.

McChilloh (2001), posits that economic incentives imply any incentive to pay cash and reduce the price paid for products or services or any loan prize. Financial reward is regarded the most functional instrument for executives to motivate staff to move effectively and impact their conduct in order to attain higher organizational objectives (Danish & Usman2010).

Reward plays a significant role on the performance of employees in any organisation because rewards help in ascertaining how productive an employee's performance is, motivating behaviour and controlling the performance as well. Therefore, it is necessary for managers to recognize how significant financial rewards really motivate employees. Financial rewards have the capability to sustain and arouse individuals towards higher performance, especially workers from production companies, as worker may use the money to satisfy their needs.

##### **2.1.4.1.1 Types of Financial Rewards**

- I. Salaries or wages:** Salaries or wages administration is imperative in implementing motivational. Rational salaries must be paid and ensured that it's paid on time. While fixing salaries of workers it is necessary for the organization to consider cost of living and the organisations ability to pay the worker.
- II. Bonus:** This is concerned with the additional imbursement to employee over and above salary given as an incentive. The employees must be given sufficient percentage of bonus.

**III. Incentives:** This refers to additional allowances which the organization has provided to motivate employees. Such allowances include; medical allowances, educational allowances, housing allowances, etc.

**IV. Special incentives:** Such incentives are directed towards deserving employees who have probably been of great assistance to the organisation. The organisation may deliver such incentives to special individuals.

#### **2.1.4.2 Good Terms and Conditions of Employment**

Terms of employment refers to the responsibilities and benefits of a job as contracted by an employer and employee at the time of hiring. A condition of employment refers to something that both the employee and employer reach an agreement at the beginning of a worker's employment. These generally include job responsibilities, work hours, dress code, vacation and sick days, and starting salary. They may also include benefits such as health insurance, life insurance, and retirement plans.

#### **2.1.4.3 Employee Training**

An important aspect of HRM is staff training and development. Training and development of employees is sine qua non in an organisation because a trained staff has high chances of being motivated, and this is one of the prerequisites for competence and productivity in workplace. According to Bedeian (1986) training is the method of improving the abilities, understanding and attitude of the individual in order to enhance current and future efficiency. Training is highly essential in assisting an individual to grow and develop in a desired and mostly positive direction. Stoner (1982), distinguished the two terms as he referred to training as teaching of technical skills to non-managerial staff whereas development entails programs that help to improve the human relations and conceptual skills of staff in addition to their technical skills.

##### **2.1.4.3.1 Types of Training**

There are basically two types of training; formal or off-the-job training and informal or on-the-job training.

**Formal or off-the-job training** basically entails training done outside of the workplace. This kind of training is has its focus on seminars, lectures, films etc. Employees could be granted leave in order to engage in these training programs to acquire knowledge. **The informal or on-the-job** type of training however, occurs when a supervisory officer dedicates time off his schedule to coach his subordinates. It could come in form of rotation where an individual is

allowed to move from a unit to another. It could even be in form of internship where an employee is trained under the tutelage of a highly skilled co-worker or supervisor.

Some techniques used in staff training and development include;

- I. **Apprenticeship**; is a form of on-the-job training whereby the worker is trained under the guidance of a more skilled worker in order to gain experience.
- II. **Assignments**; trainers or supervisors assign specific tasks to their trainees in form of assignments. These assignments may serve as an evaluation of their training sessions.
- III. **Coaching**; this is a technique involving a more advanced or skilled person training an individual in order to develop their knowledge and skills
- IV. **Conferences**; this refers to professional courses or programs that are organized by organization or external bodies to educate employees in a certain field.
- V. **Discussions**; this refers to active participation between trainers and trainees. This form of training helps in understanding other people's point of view as people are given a part to contribute in such discussions.
- VI. **Films or videotapes**; this is training done through visual aids. In this case a trainer implements use of videos to train people and it usually comes with the trainer providing a guide to these videos.
- VII. **Job rotation**; this is one form of training that gives the worker opportunities to be vast in skills. It refers to the movement of an employee from one department or unit to another. Through this medium a worker can be trained in various job skills.
- VIII. **Lectures**; these are organized for the purpose of transfer of information to a target audience. Such lectures usually have topics in which the lecturer wishes to pass information on. It is not so participatory in nature, except time allotted for questions and answers.
- IX. **Mentoring**; it is more of a personal relationship than coaching. Here the protégés are under the guidance of one who is trained. And this individual is responsible for giving advice and guidance in order to help them advance their careers.

#### **2.1.4.4 Participatory Management Style**

Management can be defined as deciding what to do and getting it done through the efficient use of resources. Bennis (1989) sights managers as those who stimulate productivity, follow the rules

and accept how things stand. Managers are accountable for attaining goals of the organisation and are saddled with the responsibility of performing the functions of creating, planning, organizing, motivating, communicating and also controlling. A manager's capability lead effectually may affect his ability to manage. A manager is one that acquires his authority from the organisation and makes use of it to get result from his subordinates and accomplish set organizational objectives. Whether a manager is accepted by his group or not, he still remains a manager. A manager is saddled with the responsibility of fast tracking attainment of organisational objectives at all cost, so the manager must do anything possible in his power to ensure it.

Management style is very paramount in any organisation because it determines the effectiveness of workers in the organisation. The participatory management style is one that encourages participation of subordinates with the supervision of the manager. It is not dictatorial in nature, as a matter of fact it encourages contributions and suggestions from workers. In this style, the manager is almost like a group member and not a boss (Hicks and Gullett 1981:302).

A participatory manager is not one who abandons decision making to his subordinates, rather he is one who makes final decisions from the suggestions of his team.

Professor Rensis Likert in his Likert's four systems of management, identified system 4 to be a '*participative-group*' in which managers have absolute assurance in subordinates, seek out concepts and thoughts from them and profitably use them for the good of the organisation, open channels of communication up and down and encourage decision making throughout the organisation. According to him, managers who implemented this management style in their operations achieved great success as managers (Likert 1967).

### **2.1.5 Organisational Productivity**

Organization is a social unit of individuals that is organized and managed to meet a need/necessity or to pursue corporate goals. Organization is also seen as the orderly arrangement of individuals to achieve the same precise objectives.

Productivity is frequently described as a proportion between the quantity of output and input quantity. Productivity can also be seen as a measure of how well in an organization resources are pooled and created to achieve a set of outcomes. Productivity concerns how effective people pool resources such as raw materials, capital, labour, skills, equipment, managerial competence, intellectual capacity and other necessary resources to produce goods and services.



Productivity helps assess how skillfully manufacturing inputs such as labor or capital are introduced in an organization to generate a certain output level. Productivity can also be viewed within a period of time as the proportion of input and output with due regard for quality. A system is characterized as productive if on average, the system is able to meet the set objectives without failure. From an industrial standpoint, productivity can be termed as the total lucrative output that a machine or other equipment's are able to make within a given timeframe.

The proficiency of an organization is seen in its productivity. An organisation's productivity is dependent on human resources i.e. it is reliant on the efforts exerted by the employees. For employees to remain productive in an organisation they need to be understood, motivated and revitalized. (Levoy, 2009, p. 18).

Many organisations are out for how exactly to improve their productivity and motivation is one major issues that must be well-thought-out due to its capacity to swiftly increase the level of employee job satisfaction. This will definitely increase an organisations level of productivity. How employees are treated is a strong determinant of employee motivation and performance.

#### **2.1.5.1 Organisational Output**

Output generally refers to the things produced. Output, in terms of the production unit means the total number of products produced for a given period and the various cost accompanying the production.

#### **2.1.5.2 Organisational Workflow**

Workflow can be regarded as a collection of activities that are sequentially divided into procedures along with the set of individuals or resources required to fulfill the specified objective. An organisation's workflow is comprised of the set of processes it needs to follow procedurally, the designated group of people or other resources accessible to perform those processes, and the interactions among them until its achievement. When small interruptions begin to outweigh the level of planned work executed, that effect is felt in sluggish progress, poor job satisfaction, and eventually in low productivity. How an organisation accomplishes its tasks often concerns the organisations' workflow.

Workflow could also be described as a set of duties to achieve certain business processes. A workflow may well describe business process tasks at a conceptual level essential for understanding, assessing, and restructuring the business process.

### 2.1.5.3 Work Plan/Knowledge

**Work plan** is an essential element for effective performance in any organisation among the employees. It helps workers to set goals and the processes involved in achieving such goals or targets. It is a means of organising properly work to be done, how it will be done and when it will be done. Work planning is the practice of defining what an office plans to carry out for the term of a work cycle (i.e. annual or biennial budget calendar). Work plans should be created within the control and focus of a calculated plan and should contain the working details that show exactly what services will be delivered and to what level of quality.

A team or group or an individual can have a work plan for a specified period of time to be achieved. Once targets are set, concerted efforts must be made through the necessary resources and efforts to achieve such target. It is an obvious fact that for good and qualitative work to be done and for optimum output to be achieved work plan is essential. It helps employees to arrange their work in order of priority and attend to the urgent ones quickly before tackling the less important ones. As a matter of fact, to achieve a successful work plan, it is imperative to know the essence of such work plan in terms of what employees are to work on within stated time. This will pave way for scheduling of time in order to achieve meaningful result. Additionally, goals of the work-plan should centre on the big picture of the work or project at stake. Besides basic objectives stated must be specific and tangible. These objectives must be on short, middle or long term basis. Above all the work plan of any employee must follow the ‘SMART’ principle. S - Specific i.e. it must target a specific area.

M - Measurable i.e. it must quantify or at least suggest an indicator of change or progress A

- Achievable i.e. only goals that are achievable should be contained in a work plan.

R - Realistic i.e. it must contain only realistic objectives that can be achieved with resources available.

T - Time bound i.e. it must stipulate time frame for achievement of expected result.

Additionally, resources available to the employee or organisation at large drawing up the work plan must be duly considered. No matter how good a work plan is, if resources to execute it are not available, it will be an effort in futility. Also the identification of possible problems that could pose a threat to the achievement of the work plan is crucial. Once these problems are identified, efforts must be made to nip them in the bud. Finally strategies to carry out the work plan must be clearly stated and well executed in order to achieve the targets or meaningful results.

**Work knowledge** entails having in-depth understanding of the components of a job. It is the ability to perform effectively based on robust understanding of the intricacies of the job. Skills, capacity, ability and experience are key to job knowledge for effective performance to be achieved. One of the basic challenges faced by many work organisations that paves way for low productivity in the contemporary business world is that many employees are bereft of job knowledge. Consequently, low productivity and poor job performance become the end result. It is essential for the workers to have job/ work knowledge in order to enhance their promotion and marketability in the labour market. Besides it brings about tremendous benefit to the organisation in terms of reduction in accident rates, low productivity, loss of earning, inability to build competitive advantage in the business world and also failure to achieve general and specific objectives of the organisation.

For work knowledge to be effective, employees must have requisite skills and education. Where these two are inadequate, training of the employees becomes imperative. Work knowledge can facilitate excellent performance among the employees. It reduces the cost that employers may incur in training employees in order to acquire the right knowledge and skills. Employers of labour should be able to properly motivate workers with in-depth work knowledge as they serve as trainers to their subordinates who lack such work knowledge. Employees with work knowledge help to monitor, control and direct their subordinates for the present and future benefits of the organisation.

#### **2.1.5.4 Employee Performance**

Performances can be divided into organisational and employee performance. Employee performance is otherwise known as job performance. However, it appears that job performance is frequently measured subjectively in organisations. It is viewed to be an indispensable factor for organisational success. According to Negron (2008), participatory management style indicates an improvement in the performance of employees with high earnings. Employee performance can be explicitly explained as the capacity of any individual to achieve his/her aims and objectives alongside satisfying the expectations of his/her superiors or completing the organisational goals set by the top management.

Effective employee performance is essential for an organisation, since an organisational success is reliant on employees' creativeness and commitment.

## **2.2 Theoretical Framework of Study**

A theory can be seen as a systematic grouping of independent concepts and principles which give framework to significant knowledge. Critical search of literature on the subject matter brought to the fore that, several theories of motivation have been developed, and were particularly relevant for work settings.

### **2.2.1 Goal-Setting Theory**

Goal theory as established by Latham and Locke (1979) positions that motivation and performance tend to improve when people or staff set specific objectives, when there is a presence of difficulty and simultaneous recognition of those objectives, and when feedback on performance is given. Locke (et. al 2008) defined a goal as what an individual attempts to accomplish. Edwin Locke proposed that setting specific goals will improve motivation. The goal theory provides a rationale for performance management, goal setting, and feedback. The basic supposition associated with the goal-setting theory is that goals are instantaneous regulators of human actions (Locke et al., 2008). Goal setting works by pointing attention and action, organising efforts, increasing determination and encouraging the development of strategies to achieve goals. The potency of goal theory rests on the establishment of attainable goals with applicable characteristics. The set goal must be realizable and at the specified period of time. The goal setting theory helps in motivating performance of an employee. When organisational goals are set, employees are to ensure that they are achieved at all cost and this can serve as a motivator. When goals are established, it can help to increase performance due to the desire to achieve stated goals. In the goal setting theory, specific and difficult goals with feedback leads to higher performance.

The achievement of organisational goals cannot be done without human resources of the organisation. It is the human resources that control every other resource or variables efficiently and effectively to attain productivity. It is the duty of the organisation to administer accurate motivational strategies that can help to increase employee performance. As proposed by Kalimullah (2010), a motivated worker has aligned their objectives with the organization's objectives and directs their actions in that direction. Another view point in looking at this motivation theory, is in respect to the achievement of difficult goals. When difficult goals are set, people are motivated to achieve them. The achievement of these difficult goals further motivates employees to take on harder tasks. By achieving the set goals, organisational productivity will rise and profit base of the organisation will multiply. The organisation can expand, employ more

hands and capture more market thereby establishing itself as a market leader in its field of operation.

Some characteristics of goal setting theory are;

- I. Goal acceptance and commitment
- II. Self-efficiency
- III. Difficulty of goals
- IV. Feedback

**Goal acceptance and commitment:** The objective setting theory presumes that the person is committed to the objective and depends on its engagement; whether the objectives are made public, whether the person has an internal control locus, or whether the objectives are self-set. When goals are accepted by an individual it becomes easier to achieve them.

**Self-efficiency:** Self-efficiency refers to the belief or self-confidence, that one is fully capable of performing a task or achieving a goal. People with a high level of self-efficiency raise extra-efforts when they are faced with challenges. In the case where an individual possesses low self-efficiency, such a person will reduce or even abandon facing challenges or even trying to solve them.

**Difficulty of goals:** when goals are difficult but achievable, it becomes a source of motivation to an employee and he is driven towards the achievement of this goal. Erez and Zidon (1984) explained that as long as it has been agreed upon, challenging goals lead to enhanced performance unlike the easy ones.

**Feedback:** Erez (1997) stressed the significance of feedback in setting of goals and its performance this is because performance feedback permits the employee to measure how well he/she is doing in relation to the set goal, with the intention of making amendments where necessary.

### **2.2.2 Expectancy Theory**

The expectancy theory of motivation is classified under the process/cognitive theories of motivation. Expectancy theory is a theory of the process of motivation. Rather than merely explaining what will motivate an employee, process theories describe how motivation comes about. Therefore, process theories are in effect, working models of decision-making processes that staff complete to determine if they are encouraged to follow a certain activity and maintain a certain level of productivity. Process theories are helpful in describing and explaining how

conduct is directed, energized, maintained, or halted. While several process theories of motivation exist, one of the most respected theories of motivation among organisational and industrial psychologists is the process theory of expectancy.

Also known as the Vroom expectancy, it was propounded by Victor Vroom in 1964. The expectancy theory views employee motivation in respect expectation of an employee. This theory forms an employee's motivation to employ a high amount of effort when he / she thinks that effort will result in a successful consequence, followed by organizational benefits such as bonuses, wage increases or promotions that later meet personal objectives. The focus of the expectancy theory is on the thought processes people use when they are confronted with particular choices among alternatives courses of action.

Vroom through these principles pursued to depict that motivation is a function of the relationship between; effort employed by a person and perceived level of performance; and expectation that reward for desired results will be performance-related. The prevailing factor of this theory is the expectancy that the rewards are accessible because it is what goes a long way in determining and sustaining the strength of the motivational relationship thus, the strength of the individuals predilection for an outcome and the belief that in the possibility that particular action will achieve the required goal. The expectancy theory is grounded on three intricate concepts; VIE model

- I. Valence
- II. Instrumentality
- III. Expectancy

**Valence:** This indicates the importance of the result of the individual's attempts. Valence can be seen as the meaning an employee places on the potential outcome or reward that can be accomplished on the job.

**Instrumentality:** it refers to the extent that the person thinks the performance rise will lead to a certain result. Instrumentality is the perceived likelihood that excellent performance will result in desired results; confidence, control and policies are factors that affect the perception of instrumentality of the individual.

**Expectancy:** Expectancy is the perceived likelihood that effort will lead to excellent results; factors that affect the perception of expectations of the individual include self-efficacy, goal complexity, and perceived control.

When an employee perceives a particular reward for a job well-done, he is motivated to carry out that job properly, so he can get the reward he expects. In an organisation an employee exerts a very high level of effort when he expects a particular result. The increase in his performance due to expected reward, helps him to work towards organisational productivity.

The expectation may manifest itself in form of pay rise, bonus, allowance, promotion, incentives etc. All these are morale booster to perform efficiently. It is imperative, therefore, to ensure that once goals are set for employees and they meet such goals or surpass them, the incentives to accompany the performance which represents the expectation of workers must be met by the management.

Both theories used in this study; goal-setting theory and expectancy theory are germane to this study and every work organisation that aspires to grow, expand and make profit by employing the services of workers. Expectations, desires hopes and interests of workers must be met through robust motivational strategies put in place by the management to galvanise employees for effective performance. Such effective performance can come when goals set are met by workers which will serve as a catalyst for organisational productivity. Employee psychology must be well studied and understood by the management in order to build a harmonious working relationship and peaceful co-existence that can stimulate optimum productivity in the organisation.

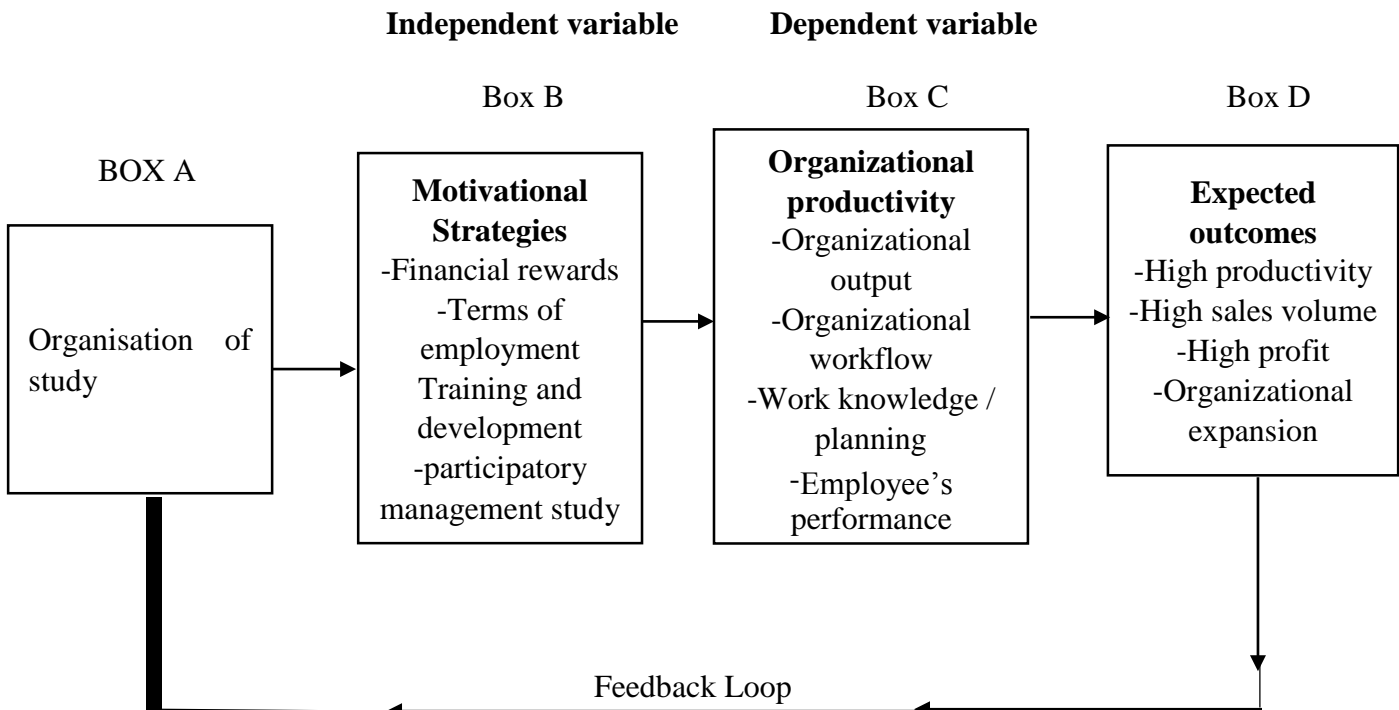
### **2.3 Empirical Review**

Many researchers have embarked on studies relating to motivation. Some of them are: The Effect of Motivation on Employee Performance in Organisations (Ofelia Robescu & Alina Georgiana Lance 2016), The Impact of Motivation on Employee Performance & Job Satisfaction (Ali A. et al 2016), Employee Motivation & Performance (Brent Keijzers 2010), Motivation in the Workplace to Improve the Employee Performance (Vinay Chaitanya, 2014), Effect of Motivation on Organisational Productivity (Ajalie Stanley, 2017), Effect of Motivation on Employee

Performance (Elizabeth Warimu Waiyaki, 2017), Impact of Motivation on the Productivity of Employees (Joyce E. McForson, 2012), Effect of Motivation on the Performance of Employees

(Millicent Nduro 2012).

## 2.4 Conceptual Framework



**Figure 2.4.1**

The conceptual framework above illustrates the relationship between independent variables and dependent variables. Box A represents the organisation of study. Box B represents the independent variables in form of financial rewards, terms and conditions of employment, employees' training

and participatory management style. Box C represents dependent variables in form of organisational output, workflow, work knowledge/ planning and employees' performance. The relationship between independent and dependent variables will produce expected outcomes in Box D form of high productivity, high sales volume, high profit and organisational expansion. All these will have positive effects on the organisation through feedback loop



## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter presents the research methodology and the methods as well as procedures, approaches, and steps employed in the data collection. In addition, the research process and design, study population and setting, sample and sampling procedures, data collection instruments, and data analysis method. **3.1 Research Design**

Saunders et al (2007) describes research design as the overall plan of how to respond to study issues. This study implemented a descriptive survey design. Survey design according to Nwogu (1991), is one in which groups, people or items considered being representatives of the entire group are studied by collecting and analyzing data for them according to the situation

#### **3.2 Study Population**

Asika (1991) asserts that a population consists of all conceivable components, topics or observations of a researcher's interest in a specific phenomenon. The target population

implemented in the acquisition of data for this study comprised of employees in Unilever, Nigeria Plc. The total population of study is 900 from where the sample was be drawn as obtained from the secondary data

### **3.3 Sample Size**

The sample size for the study was 200 which was 22.2% of the total population. This is because, for a research study with a small population the minimum percentage of the population to be used is 20%.

### **3.4 Sampling Techniques**

The research work involved the use of multi stage sampling technique.

**Stage 1:** There was a purposive selection of Unilever Nigeria, Plc. Lagos, Ikeja

The reasons for choosing Unilever Nigeria Plc. Lagos are

- a. Based on event criterion of the company with adequate information at the time of this study.
- b. Another reason is that as a public quoted company its shares are owned by the public, hence, increase in output for optimum is needed on regular basis for dividend to be given to shareholders at the end of each year.
- c. Looking at the end of the year financial result of the company, that last year performance was not as impressive as three to four years past. Productivity is declining; hence, something should be done to improve productivity and this could be done in view of enhancing motivational strategies to motivate workers.
- d. The need to examine the motivational strategies of the organisation. It is necessary to properly scheme these strategies to encourage high performance of workers and put them in check to ensure they are in line with what can enhance maximum productivity of organisation.

**Stage 2:** there was the use of stratified sampling method whereby the entire organisation will be divided into various strata (units). That is, the organisation was divided into departments, namely: human resource, accounting, production, marketing and sales, factory units, administration department etc.

**Stage 3:** there was a random selection of respondents from each stratum above by using ballot method.

### 3.5 Source of Data

This study was dependent on primary and secondary data. The primary data was collected through a semi –structured questionnaire which ran on a drop and pick basis. The questionnaire consist of open ended and closed questions. The secondary data was gotten from journals, books, online sources etc.

### 3.6 Method of Data Collection

This study involved the use of quantitative method of data collection. The quantitative method will involve the use questionnaire as research instrument.

### 3.7 Data Collection Instrument

In order to make use of genuine information for this study the use of a structured questionnaire was implemented as a form of primary data. The questionnaire was personally administered and retrieved by the researcher from various respondents. Respondents were asked the same set of questions and as well be permitted to expound their answers by sharing their thoughts and views. The questionnaire was divided into five sections (sections A to E) and it contained both open and close ended questions structured in order to give answers to the questions this research seeks to give answers to. The first section was structured on demography of respondents, section B was on the relationship between financial rewards and output, section C focused on the link between good terms and conditions of employment and workflow, section D was channeled on the connection between organisational training programmes and work plan/ knowledge and the last section was concerned with the association between participatory management style and employees’ performance. This implies that questions were structured according to motivational strategies and its impact on organizational productivity.

#### 3.7.1 The Number and Distribution of Research Instrument

Research Instrument	Number	Response Rate
Questionnaire	200	10 copies were not returned 4 copies were not well administered 186 copies were retrieved and used for final analysis

### 3.8 Method of Data Analysis

Data analysis is a vital part of any study. The descriptive method of analysis was applied in this study. Quantitative data was also analyzed by using descriptive statistics such as percentages, mean and chi square.

### **3.9 Validity and Reliability of Data**

Validity is the ability of research instrument to measure what it is expected to measure. The validity can be in two forms: Content validity and Construct validity

- I. **Content validity:** it is to know whether R.I covers all the dimensions of the topic
- II. **Construct validity:** it is to know how R.I measures all the dimensions of the construct or topic.

Reliability is the consistency in the results given by the same research instrument. The validity and reliability of the study is to ensure the data, pilot study would be carried out.

### **3.10 Ethical Consideration**

The ethical principles of research involving human subject are: respect for persons, respect for beneficence and respect for justice. These ethics will be diligently followed in this study.

**Respect for person:** The researcher gave total respect to the respondents because they have sovereignty to take part or not to take part in the exercise. In view of this, no respondents were forced to take part.

**Respects for justice:** There was equality to all respondents. Justice and absence of discrimination will lead supreme in the conduct of the exercise. There was no partiality against respondent on the bases of sex, age, ethnic group, job, position, education etc. Privacy and confidentiality was maintained in order to ensure full co-operation from respondents. No respondent was held responsible for opinion given.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### 4.0 Introduction

This Chapter is primarily devoted to the presentation, analysis and interpretation of data gathered from the field by the means of various statistical techniques earlier discussed in this study. The chapter has been set into various sections. The first section shows the demographic characteristics of the respondents in terms of their: gender, age, educational qualification, working experience, marital status, staff category and department of assignment. The second section presents the analysis of respondents on the financial rewards of the organization. The third section presents the opinions of respondents on the terms and conditions of employment relative to workflow. The fourth section presents the analysis of respondents on the training programmes in the organisation. The fifth section presents the analysis of respondents on the management style of organisation.

The final section shows the relationship between independent and dependent variables.

#### 4.1 Demographic Characteristics of Respondents

**Table 4.1.1: Gender of respondents**

Options	Frequency	Percent	Cumulative Percent
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Male	112	60.2	60.2
Female	74	39.8	100.0
Total	186	100.0	

**Source: Field survey 2019**

In table 4.1.1 above, out of the 186 respondents, there were 112 male signifying 60.2% and 74 female signifying 39.8%. **Table 4.1.2: Age of respondents**

Options	Frequency	Percent	Cumulative Percent
21-30	46	24.7	24.7
31-40	86	46.2	71.0
41-50	44	23.7	94.6
51 & Above	10	5.4	100.0
Total	186	100.0	

**Source: Field survey 2019**

The age bracket was divided into four sub-groups in table 4.1.2 above. The respondent 21-30 years were 46 representing 24.7%, 31-40 years were 86 representing 46.2%, 41-50 years were 44 representing 23.7% while the last group 51 & above years were 10 representing 10%. **Table**

#### **4.1.3: Marital status**

Options	Frequency	Percent	Cumulative Percent
Single	46	24.7	24.7
Married	116	62.4	87.1
Separated	24	12.9	100.0
Total	186	100.0	

**Source: Field survey 2019**

In table 4.1.3 above in respect to marital status, 46 out of the 186 respondents were single representing 24.7%, 116 were married signifying 62.4%, while those in the separated/ divorce group were 24 representing 12.9%.

#### **Table 4.1.4: Educational status**

Options	Frequency	Percent	Cumulative Percent
SSCE	14	7.5	7.5
OND	60	32.3	39.8
HND	56	30.1	69.9

BSC	46	24.7	94.6
MBA	6	3.2	97.8
MSC	4	2.2	100.0
Total	186	100.0	

**Source: Field survey 2019**

In respect of educational status from table 4.1.4, 14 respondents were SSCE holders representing 7.5% of the respondents, 60 were OND holders representing 32.3%, 56 were HND holders representing 30.1%, BSC holders were 46, representing 24.7%, MBA holders were 6 representing

3.2% and the MSC holders were only 4 representing 2.2%.

**Table 4.1.5: Work experience**

Options	Frequency	Percent	Cumulative Percent
Less than 5 years	72	38.7	38.7
6-10	104	55.9	94.6
11 & above	10	5.4	100.0
Total	186	100.0	

**Source: Field survey 2019**

In the work experience sub-group, respondents who have spent less than 5 years at work were 72 amounting to 38.7%, those who have spent 6-10 years were 104 representing 55.9%, while those who have spent 11 & above years were 10 representing 5.4%.

**Table 4.1.6: Staff category**

Options	Frequency	Percent	Cumulative Percent
Senior	118	63.4	63.4
Junior	68	36.6	100.0
Total	186	100.0	

**Source: Field survey 2019**

In the staff category represented in table 4.1.6 above, 118 of the staff were in the senior staff category amounting to 63.4%, while the junior staff were 68 representing 36.6%.

**Table 4.1.7: Department of respondents**

Options	Frequency	Percent	Cumulative Percent
HR	14	7.5	7.5
Accounts	54	29.0	36.6
Sales	56	30.1	66.7
Production	62	33.3	100.0
Total	186	100.0	

**Source: Field survey 2019**

The respondents were grouped according to their departments in table 4.1.7 above. Those in HR were 14 representing 7.5%, the accounts department had a staff to totalling 54 representing 29.0 %, sales department had 56 representing 30.1% while the production had 62 representing 33.3% of the respondents.

## 4.2 Analysis on Financial Rewards of the Organisation

**Table 4.2.1: Assessment of the financial rewards administered by your organisation to its employees**

Options	Frequency	Percent	Cumulative Percent
Very Good	48	25.8	25.8
Average	44	23.7	49.5
Good	94	50.5	100.0
Total	186	100.0	

**Source: Field survey 2019**

The analysis of the relevant questions and their frequencies are displayed. On the questions of rating the financial rewards in table 4.2.1 above, 25.8% responded claimed that it was very good, 23.7% said it was average while 50.5% said it was good. The analysis therefore indicated that the financial rewards administered by the organisation to the employees were not all that bad. On



this basis, it is assumed that, employees would be motivated financially to contribute their quotas to the productivity of the organisation.

**Table 4.2.2: Payment of workers' salaries**

Statements	Frequency	Percent	Cumulative Percent
Salaries are paid at the end of the month	122	70.1	70.1
Salaries are paid at the convenience of the employer	2	1.1	71.3
Salaries are not paid regularly	62	28.7	100.0
Total	186	100.0	

**Source: Field survey 2019**

On the question of when salary are paid, table 4.2.2 above shows that 70.1% mentioned that salaries were paid at the end of the month regularly, 1.1% claimed that salaries were paid at the convenience of the employer, while 28.7% believed that salaries were not paid regularly. The implication of this is that salaries were paid as at when due in the organisation as claimed by the majority of the respondents which is a way of encouraging or motivating employees to contribute maximally to the productivity and development of the organisation.

**Table 4.2.3: How productivity in your organisation is encouraged relative to financial rewards**

Options	Frequency	Percent	Cumulative Percent
Payment of bonuses	32	17.20	17.20
Payment of allowances	10	5.37	22.57
Payment of fringe benefits plus bonuses	131	70.43	100.0
Not applicable	13	7.0	
Total	186	100.0	

**Source: Field survey 2019**

In respect of how productivity was encouraged in the organisation relative to financial rewards, table 4.2.3 above shows that 17.20% of the respondents believed in payment of bonuses, 5.37% believed in payment of allowances, 70.43% believed in fringe benefits plus bonuses, while 7.0%

did not agree with the issue of bonuses and fringe benefits. As long as majority of the respondents 70.43% agreed with payment of fringe benefits and bonuses, it is logical to conclude that the organisation believed in the payment of fringe benefits and bonuses not only to promote the welfare of the employees, but to facilitate optimum productivity.

#### 4.3 Analysis on the Terms and Conditions of Employment Table

##### 4.3.1: Assessment of the terms and conditions of employment in your work place

Options	Frequency	Percent	Cumulative Percent
Very good	124	66.6	66.6
Good	40	21.50	88.1
Average	16	8.6	96.78
Not applicable	6	3.22	100.0
Total	186	100.0	

Source: Field survey 2019

Terms and conditions of employment are important tools used to motivate employees to work effectively. That is, employees are ready to contribute maximally when the terms and conditions of employment are encouraging or attractive. In respect of the table 4.3.1 above concerning assessment of terms and conditions of employment, 66.6% claimed that the terms and conditions of employment were very good, 21.50% believed they were good, 8.6% claimed they were average while 3.22% believed that they were not applicable. In view of this analysis, one can logically deduce that as long as majority of the respondents 66.6% believed that the terms and conditions of employment were very good, it means the organisation under study has not taken the welfare and employment issues of staff with levity. This is a way of motivating employees to put in the best in the work place.

**Table 4.3.2: Work flow and condition of service**

Statements	Frequency	Percent	Cumulative Percent
There is persistent work flow due to good terms and condition of service	170	91.4	91.4
Not applicable	16	8.6	100.0
Total	186	100.0	

**Source: Field survey 2019**

The table 4.3.2 above shows the workflow and condition of service in the organisation. While 91.4% of the respondents agreed that there was persistent workflow as a result of good terms and conditions of service, 8.6% did not agree with this notion. As a matter of fact, persistent workflow is a way of ensuring steady production of goods and services that can enhance high industrial productivity. On this basis, the studied organisation as reflected from the above analysis had steady workflow owing to good terms and conditions of employment.

**4.4 Analysis on employees' training programmes in the organisation**

**Table 4.4.1: Room for employees' training**

Options	Frequency	Percent	Cumulative Percent
Yes	172	92.5	92.5
No	14	7.5	100.0
Total	186	100.0	

**Source: Field survey 2019**

The above table 4.4.1 shows the need for training of employees in the work organisation in order to facilitate their knowledge, skills and attitudes for effective job performance. While 92.5% of the respondents agreed that provisions were made by their organisation for training programmes in order to increase productivity, 7.5% of the respondents did not agree with this notion. However, as long as majority of the respondents 92.5% believed that the organisation gave room for training of employees, then commitment, excellence and the culture of dedication to duty would not be far from them as long as their skills, knowledge, capabilities, sound judgement and attitudes are enhanced through training.

**Table 4.4.2: Influence of the training programmes organised by your company on the knowledge, skills and attitude of workers**

Options	Frequency	Percent	Cumulative Percent
Yes	156	83.87	83.87
No	10	5.37	89.24.
Missing	20	10.76	100
Total	186	100	

**Source: Field survey 2019**

The above table 4.4.2 shows the influence of training programmes organised by the company to enhance the knowledge, skills and attitudes of workers. It is evident from the above table that 83.87% of the respondents agreed with the view that their knowledge, skills and attitudes have been promoted through the training programmes while 5.37% disagreed with this view. Essentially, any organisation that engages in training of workers will certainly reap the rewards in terms of excellent performance, dedication and commitment, wastages and accident reductions among employees in the workplace. This is one of the instruments used by the organisation to establish job commitment and dedication to duties among the employees.

**4.5 Analysis on the Management Style of the Organisation**

**Table 4.5.1 Assessment of management style**

Options	Frequency	Percent	Cumulative Percent
Participatory	156	83.9	83.9
Autocratic	4	2.2	86.0
Not applicable	26	14.0	100.0
Total	186	100.0	

**Source: Field survey 2019**

The above table 4.5.1 shows the assessment of management style in the organisation. It is evident that 83.9% of the respondents believed that the management style was participatory, 2.2% considered it to be autocratic, while 14.0% of the respondents disagreed completely. For maximum productivity to be achieved and for employees to be motivated properly, management style constitutes a critical factor. As long as the management style is democratic/ participatory in the studied organisation employees would continue to give maximum contribution towards the development and high productivity of the organisation.

**Table 4.5.2: Communication flow, decision making and work efficiency in your organisation**

Statements	Frequency	Percent	Cumulative Percent
Communication flow between management and employees is not always hindered	120	67.4	67.4
Management encourages work			

supervision and goal setting for better work performance	20	11.2	78.7
Decision making is jointly carried out by workers and mgt. to promote efficiency	12	6.7	85.4
Not applicable	34	14.6	100.0
Total	186	100.0	

**Source: Field survey 2019**

The above table 4.5.2 represents the perception of the respondents relative to communication flow, decision making and efficiency. While 67.4% claimed that there was free flow of communication between management and employees, 11.2% were of the opinion that management encourages work supervision and goal setting for better work performance. Similarly 6.7% of the respondents believed that there was room for joint decision making between management and workers, while 14.6% did not agree with all the options above. All in all, it is evident from the table that the management of the organisation demonstrated effective communication and joint decision making which are fundamental elements in motivation for workers to put in their best in the work organisation.

#### **4.6 Relationship between independent and dependent variables**

##### **HYPOTHESIS 1**

H<sub>0</sub>: There is no significant relationship between financial rewards and output of the organization.

H<sub>1</sub>: There is a significant relationship between financial rewards and output of the organization.

**Table 4.6.1: Correlations**

	Rate of financial reward	How does your worker output behaves
Rate of financial reward Pearson Correlation	1	.170 *
Sig. (2-tailed)		.042
N	186	143

How does your worker behaves	Pearson Correlation	.170 *	1
	Sig. (2-tailed)	.042	
	N	143	143

\*. Correlation is significant at the 0.05 level (2-tailed).

**Source: Field survey 2019**

Table 4.6.1 shows the result of the measurement of the relationship the rate of financial reward and how it affects employees output. The correlation coefficient is 0.170 (17%) while the level of significance revealed a value of 0.042 which is less than the significance value of 0.05(5%). It depicts a significant relationship between rate of financial reward and output from employees. This suggest the acceptance of  $H_1$  and the rejection of  $H_0$ .

## HYPOTHESIS 2

$H_0$ : There is no significant link between good terms and conditions of employment and organisational workflow.

$H_1$ : There is a significant link between good terms and conditions of employment and organisational workflow.

**Table 4.6.2: Correlations**

	Work flow and condition of service	How will you rate the terms and condition in your work place
Work flow and condition of service	1	.665 **
Pearson Correlation		.000
Sig. (2-tailed)		
N	186	183
How will you rate the terms and condition in your work place	.665 **	1
Pearson Correlation		
Sig. (2-tailed)	.000	
N	183	316

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

**Source: Field survey 2019**

Table 4.6.2 revealed the result of the test of relationship between the good times and conditions of employment. The correlation coefficient is 0.665 (66.5%) implying a high positive relationship between good times and conditions of employment. The significance test revealed a p-value of 0.000. This signify a significant relationship as the p-value is less than 0.05 (5%) level of significance. This suggests the adoption of  $H_1$  and the rejection of  $H_0$ .

### HYPOTHESIS 3

$H_0$ : There is no significant connection between organisational training programmes and work planning/ knowledge of the employees

$H_1$ : There is a connection between organisational training programmes and work planning/ knowledge of the employees

**Table 4.6.3:Correlations**

	Result of training programme	How will you rate the training programme of your organisation in affecting skills etc.
Result of training programme Pearson Correlation	1	.466 **
Sig. (2-tailed)		.000
N	186	184
How will you rate the training programme of your organisation in affecting skills etc Pearson Correlation	.466 **	1
Sig. (2-tailed)	.000	
N	184	319

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

**Source: Field survey 2019**

Table 4.6.3 tested the relationship between organisational training programme and work planning/ knowledge of employees. The correlation coefficient is 0.466 (46.6%) but with a corresponding pvalue of 0.000. The relationship is significant as the p-value is less than 0.05 (5%) level of significance. This suggest the adoption of H<sub>1</sub> and the rejection of H<sub>0</sub>.

#### **HYPOTHESIS 4**

H<sub>0</sub>: There is no significant association between participatory management style and employees' performance.

H<sub>1</sub>: There is a significant association between participatory management style and employees' performance.



**Table 4.6.4: Correlations**

		Assessment of management style	Encouragement of effective work performance by management.
Assessment of management style	Pearson Correlation	1	.870 **
	Sig. (2-tailed)		.000
	N	186	186
Encouragement of effective work performance by management	Pearson Correlation	.870 **	1
	Sig. (2-tailed)	.000	
	N	186	186

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

**Source: Field survey 2019**

Table 4.6.4 tested the relationship between the style of the management and the employees' performance. The correlation coefficient is 0.870 (87.0%) which signify a high correlation between the two. The significance test result is 0.000 which is less than 0.05 (5%) level. This suggests the adoption of  $H_1$  and the rejection of  $H_0$ .

In summary, the result shows that the motivational strategies; financial rewards, good terms conditions of employment, good training programmes and participatory management style has a positive impact on the organisational productivity.



## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

Chapter five presents the summary of findings, conclusion and recommendation.

The studied organisation was found to be using motivational strategies like financial rewards, good terms and conditions of employment, training programmes and participatory management style to motivate its employees for maximum performance. These strategies used by the organisation are said to be very effective for the reason that the use of these strategies has prominently enhanced the attitude of employees towards the job and this is apparent in the growth of the organisation. .

#### **5.1 Summary of findings**

The findings of the study revealed the following:

It was revealed from the findings that a significant relationship existed between financial rewards and output of the organisation. Financial rewards are one of the most basic sources of employee motivation that boosts performance on the part of employees and organisation. The result of this study showed that 50.5% of the employees rated the financial rewards of the organisation to be good, while 70.43% believed in the payment of fringe benefits and bonuses by the organisation. However, the hypothesis tested measured the rate of financial rewards and how it affects employees output by depicting a significant relationship between rate of financial rewards and output from employees.

Terms and conditions of employment are important tools used to motivate employees to work effectively. In this study, 66.6% of the respondents claimed that the terms and conditions of employment were very good, while 91.4% of the respondents were of the opinion that there was persistent workflow due to the good terms and conditions of employment in the organisation. The hypothesis tested revealed the link between the good times and conditions of employment to be highly positive.

It was also confirmed from the findings that provisions were made by the organisation for training programmes in order to improve the knowledge, skills and attitudes of workers. 92.5% of the respondents agreed that the organisation set up training programmes for the employees, while

83.87% believed that these training programmes had influenced the knowledge, skills and attitudes on the workers. The hypothesis tested revealed that the connection between the style of the management and the employees' performance was highly positively correlated.

The findings further revealed that that for maximum productivity to be achieved the organisation adopted a participatory management style. The participatory management style encourages proper communication flow in the organisation. 83.9% of the respondents rated the management style to be participatory also 67.4% of the respondents believed that there was a free flow of communication between management and employees in the organisation. The hypothesis tested discovered that the association between participatory management style and employees' performance to be significant.

## **5.2 Conclusion**

The significance of motivational strategies on organisational productivity cannot be overemphasized. On the note of conclusion, the study has revealed that for employees to remain productive and to be committed to their duties, motivation tools to be used by employers are inevitable. There must be adequate financial rewards in terms of prompt payment of salaries, wages and allowances in order to meet employees' needs. Terms and conditions of employment must be encouraging in order to promote workflow and co-operation between employers and employees. When employment conditions are bad, labour turnover, lack of job satisfaction and unceasing labour management tussles become the order of the day. By and large, concerted efforts must be made by employers to train their employees in order to equip them regularly with knowledge, skills and attitudes. All these will facilitate mastery of the jobs and effective performance that can accentuate maximum productivity.

Management style must always be cooperative and friendly to cement unity and sense of cooperation between workers and employers. It is through this process, they can see themselves as partners in progress working towards a common goal.

### 5.3 Policy Recommendations

1. Human wants and needs are multifarious and multidimensional. To satisfy these needs and wants is one of the reasons why they work. In view of this, government should make it mandatory for every employer of labour, be it public or private sector to introduce welfare packages into their salary structure. Such robust fringe benefits will engender and galvanise employees to put in their best in the workplace
2. National productivity centre at Abuja created by the federal government should introduce training for employers of labour on the use of motivational tools and the embedded advantages to the organisation and employees. Each employer must be made to understand that for high productivity in the organisation to be established employees must be motivated through good reward system. It is through high productivity that work organisations can record high sales volume and expand.
3. To manage industrial conflict effectively in Nigeria, employer of labour (private and public) must develop the culture of using motivational tools. Wage crisis are problematic and often promote work stoppages, revenue losses, economic downturn and low productivity. In fact, the persistent disaffection between labour and government in Nigeria has always been created by poor wages and salaries. To stop all these upheavals, motivational tools must be taken as priority task by all employers of labour, government being the model for others to follow.
4. Employers of labour must not focus only on good reward system, if their employees are to work meritoriously for the success of their various organisations. Terms and conditions of employment must be favourable. Atmosphere of peace and unity that can give birth to mutual understanding, sense of oneness and unity of purpose through democratic leadership style must be encouraged. Workers participation in management must be established and respected by employers of labour. This is a way of making workers to have sense of belonging in their work organisation. With this method, friction and rancor will be laid to rest and peace, workflow and undivided loyalty will reign supreme between labour and management.

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## APPENDIX

### THE IMPACT OF MOTIVATIONAL STRATEGIES ORGANIZATIONAL PRODUCTIVITY IN UNILEVER, NIGERIA, PLC. QUESTIONNAIRE

Dear respondent,

This study intends to investigate the Impact of Motivational Strategies on Organizational Productivity and your organisation is chosen as a case study. The research is in partial fulfilment for the award of B.Sc. degree In Public Administration. Therefore you are required to supply responses or give opinion to the questions below to the best of your ability. You are rest assured that any information supplied which is purely for academic purpose will be treated with strict confidence. Thanks in anticipation of your co-operation.

Yours faithfully,

Thompson Benita

#### SECTION A: DEMOGRAPHY OF RESPONDENTS

1. Sex Male  Female
2. Age 21-30  31-40  41-50  51 and above
3. Marital status Single  Married  Separated/Divorced
4. Educational qualification: SSCE  OND  HND  B.Sc.  MBA



M.Sc.

- 5. Working experience Less than 5 years      6-10 years      11 and above
- 6. Staff Category: Senior staff      Junior staff
- 7. Department in the organisation: HR      Accounts      Sales      Production      Others  
specify.....

**SECTION B: RELATIONSHIP BETWEEN FINANCIAL REWARDS AND OUTPUT**

Please tick your answers as appropriate.

8. How would you rate the financial rewards administered by your organisation to its employees?

- a. Very good b. Good c. Average d. Bad

9. If your answer is either a or b in 8 above, can you explain further?

.....  
.....  
.....

10. If your answer is d in no 8 above, can you explain the reason(s) for that?

.....

11. As far as your work organisation is concerned,

- a. salaries are paid regularly at the end of the month.
- b. salaries are paid at the convenience of the employer
- c. salaries are not paid regularly at the end of the month
- d. Others (specify)

.....

12. In your work organisation, productivity of employees is encouraged through

- a. payment of bonuses
- b. payment of allowances
- c. payment of other fringe benefits plus bonuses and allowances
- d. Others (specify)

13. The output of each worker in your work organisation

- a. daily increases through management supportive action
- b. does not increase daily due to management negative action
- c. is not consistent due to absence of motivational tools

d. Others (specify)

**SECTION C: LINK BETWEEN GOOD TERMS AND CONDITIONS OF EMPLOYMENT AND WORK FLOW**

14. How would you rate the terms and conditions of employment in your workplace?

a. Very good b. Good c. Average d. Bad

15. If your answer is a or b in 14 above, can you explain further?

.....

16. If your answer is d in 14 above, can you give reasons why it is so?

.....

17. In your work organisation

a. there is persistent workflow due to good terms and conditions of employment

b. there is no regular flow of work because the terms and conditions of work are not good

c. workers are under hostile working conditions, hence, output is often delayed d.

Others (specify)

**SECTION D: CONNECTION BETWEEN ORGANISATIONAL TRAINING PROGRAMMES AND WORK PLANNING / KNOWLEDGE OF EMPLOYEES**

18. Is there any room for employees' training to enhance workers performance?

a. Yes b. No

19. If yes in 18 above, such training programmes attended

a. have enhanced employees work planning method

b. knowledge of employees has increased through regular training

c. work planning/ knowledge remains the same even with the training of employees

d. Others (specify)

20. How would you rate the training programmes of your company in improving skills attitude and performance of workers?

a. Very good b. Good c. Average d. Bad

21. If your answer is d, why?

.....

SECTION E: PARTICIPATORY MANAGEMENT STYLE AND EMPLOYEES' PERFORMANCE

22. How would you assess the management style of your organisation?
- a. Participatory
  - b. Autocratic
23. In your work organisation,
- a. the management encourages effective work performance among employees
  - b. work performance is not encouraged by the management
  - c. management style does not give room for workers' initiatives
  - d. Others (specify)
24. In your work organisation,
- a. communication flow between management and employees is not always hindered
  - b. management encourages work supervision and goal setting for better work performance
  - c. decision making is jointly carried out by workers and management to promote workers' efficiency.
  - d. (Others specify)

**THANK YOU!**