

**EFFECTS OF MOTIVATION ON EMPLOYEES'
PRODUCTIVITY IN THE TELECOMMUNICATION INDUSTRY:
A STUDY OF GLOBACOM LIMITED, LAGOS.**

BY

OBAZELE PRECIOUS IYANUOLUWA

17020201009

SEPTEMBER 2021

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**A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT
OF BUSINESS ADMINISTRATION, COLLEGE OF
HUMANITIES, MANAGEMENT AND SOCIAL SCIENCES,
MOUNTAIN TOP UNIVERSITY, IBAFO, OGUN STATE,
NIGERIA.**

**IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR
THE AWARD OF THE DEGREE OF BACHELOR OF SCIENCES
(B.S.C) HONOURS IN BUSINESS ADMINISTRATION OF
MOUNTAIN TOP UNIVERSITY, OGUN STATE, NIGERIA.**

SEPTEMBER 2021

DECLARATION.

I, Obazele Precious Iyanuoluwa, declare that this research work has been presented to Dr. Ojo Olanipekun to the best of my knowledge. Information obtained from a variety of sources has been properly recognized in the text and reference list. This work has not been submitted to any university for the purpose of receiving a degree or certificate.

OBAZELE PRECIOUS IYANUOLUWA

DATE.

CERTIFICATION.

This is to certify that this research project titled: “**The Effects of Motivation on Employees Productivity in the Telecommunication Industry**” a study Globacom Limited, Lagos, was written by OBAZELE PRECIOUS IYANUOLUWA with matriculation Number 17020201009 under my supervision.

Dr. Ojo Olanipekun
(Project Supervisor)

Date

Dr Ojo Olanipekun
(Head of Department)

Date

External Examiner

Date

DEDICATION.

I dedicate this work to GOD Almighty, the Author and Finisher of my faith and source of my knowledge and guidance throughout the course of this work.

ACKNOWLEDGEMENTS.

I thank the Almighty God for making it possible for me to complete this piece of work. Special thanks for the knowledge, wisdom, courage and determination He has granted me.

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Precious Obazele

September, 2021

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ABSTRACT.

Motivating employees had become a huge challenge due to the presence and representation of many cultures in the modern working environment in Africa. Most working environments in Africa are diverse and multicultural as a result many employees have a variety of personalities which make them unique. However, this also means they have differing motivating factors and differing needs that propels them to give their best performance at work each day. Therefore, the study examines the effect of employee motivation on organizational productivity of Globacom Limited. The tool used for the study was Google forms. It was used to administer the questionnaire. For the purpose of this study **the quantitative method** would be used the study comprised of various units of Globacom Limited. In the telecommunications sector, the performance of employees is even more vital due to the fact that it is a service industry. As such the level of employee performance is critical to organizational sustainability in the telecommunications sector in Nigeria.

Finally, the study found that a well-structured form of motivation can be used to improve the employee's productivity in the industry

Keywords: Motivation, Globacom Limited, Employee, Productivity, Performance, Organization, Environment

CHAPTER 1

INTRODUCTION.

1.1 Background to the Study.

Motivation can be derived from the word “motive”. The meaning of “motive” is wants and the desire of the person. So, employee motivation means the process in which an organization fulfil the employees needs with rewards and bonuses, for achieving the organizations objectives (Chaudhary and Sharma, 2012). Many organizations want to achieve the employees’ positive attitude towards work by promoting a win-win situation for both the business and the employees.

Motivation is vast and ambiguous. A lot of factors create a series of desire in individuals; and if not met, the way of life of the employees would be affected because their ego is involved. Without the ability to feel stress, humans would not have survived. It is the challenge of putting more effort in task given by the superiors. Most workers are easily motivated when given difficult task and are given certain rewards that will make the workers do better, (Ojeleye and Okoro, 2016).

All around the world, employee’s performance is essential to the achievements of organizational goals and objectives. Consequently, they need to consistently churn out and maintain a high level of performance for the organization to have any chance of achieving success. As such, it is necessary to ensure that the conditions are right for them to produce at optimum performances regularly (Sekiguchi, 2013).

Improving the organizational productivity, effectiveness and efficiency, are the major objectives that every organization must pursue to survive in the corporative environment of today that has become

extremely competitive. This mostly depends on the the quality the employee who must transform available inputs into needed outputs in order to achieve stated objectives of the organization.

To achieve this, the operations must possess the necessary knowledge, skill, competence and abilities. The organization needs to find flexible proactive and well qualified employees who will help the organization to meet their growing challenges of technological advancement, market globalization, competitiveness and improved productivity that has made manpower training and development a vital human resources practices which no manager can ignore in the present scenario of the business world (Obiekwe, 2017).

Efficient workers increase the competency level of the organization, and assists in achieving the organizational goals. The strategies for providing financial and non-financial benefits to motivate the workforce need to be planned and properly introduced (Chiang and Canter, 2008).

A company could gain the corporate strategic benefit by retaining the best and healthy team members who are highly productive and committed to the organization. Mainly the success of an organization greatly depends on the quality of the people who work together or individually to achieve organizational objectives. The level of their talents, skills, knowledge, expertise, abilities and capabilities, lies on the quality of training and development received by employees, (Nwachukwu, 2000).

Organizations are primarily operated to provide services and to make certain profits. It is the profit that makes up for the sustenance of the business. Profit is a function of the performance individually which is fuelled with motivation. The performance of the workers determines how the prospect and organization is able to achieve its objectives and goals. The performance of an employee is a function of motivation and ability.

When you expect the best from your employees, they will give you low performance in return, which was described by Manzoni and Barsonx(2004), as a set-up-to-fail syndrome. According to Burton (2012), many managers in business organizations in Africa have complained that employees are displaying poor work attitudes at an alarming rate and are not committed to helping organizations achieve their set goals and objectives.

For all private organizations and public organizations, motivation is an important element that is always used. Particularly in Nigeria, the level of competition in the business environment is important for organizations to ensure that their employees are able to give their best performances to help the organization gain an edge over their competitors (Muogbo, 2013). In the telecommunications sector, the performance of employees is even more vital due to the fact that it is a service industry. As such the level of employee performance is critical to organizational sustainability in the telecommunications sector in Nigeria. However, most managers in the telecommunications industry in Nigeria have struggled to motivate their employees to give their best performances consistently.

Many people feel that they are not appreciated by their employers for their hard work, which results to decreased motivation. Lack of motivation, communication, rewards and feedback from employers can cause employees to feel rejected, reluctant and inhibits them from performing their best. Improving productivity is a challenge that has grasped the attention of employees by devising appropriate mechanism for motivating their workers.

1.2 Statement of Problem.

In recent study the key to motivate employee's changes on a daily basis the attempts to develop a well fulfilled employee in order to enhance efficiency is and still remains an important role of heads in every organization. Why? The reason is because a well-motivated and stable workforce that is reliable, competent, productive and dedicated is the most volatile asset of every organization.

In institutions' generally, various concerns have been raised on the fact that most of the employees are regularly and always on the move; they no longer stay on the job that does not satisfy, motivate and inspire them. To know how effective motivation is in order to improve productivity among workers in Globacom limited which results to some questions which are asked in this study:

- How does an organization provide all the needs of its employee, since they are different types of people?
 - How can they provide all the resources that the workers will need to perform their task?
 - Are the workers satisfied with most of the rewards given?
 - How can all workers partake in some decisions that are to be taken?
- Ojokuku and Sajuyigbe (2014) opined most telecommunications companies in Nigeria have failed to practice employee participation as an employee motivation strategy which improves the decision making of organizations. There is a need for workers to be adequately empowered for the organization to maximize the employee efficiency.

According to Olaoluwa (2016), what motivates employees change constantly. Fair salaries are no longer strong enough as take-home pay to keep the employees of Globacom limited loyal as what motivates employees change constantly.

According to Linder (2004), he cited that motivating employees is the most challenging of all the roles of a manager, as motivating employees is a never-ending task.

In recent times, organization need to do more to ensure that they retain talent. Therefore, the key motive for this study is to identify the relationship between effect of motivation and employees productivity in the Telecommunication Industry.

1.3 Objectives of the Study

The general objective of this study is to examine the effect of motivation on employees' productivity in Globacom limited. The specific objectives include:

- i. Analyze and identify the factors that help motivate workers in terms of environment,
- ii. To examine the effect of financial motivation packages that are being used on employees.
- iii. Determine how the relationship between the superiors and subordinate affects productivity in Globacom limited.

1.4 Research Questions.

The following research questions will be answered in this research work:

- How does working environment as a factor motivate workers?
- What effect does the financial packages that are being used have on employees
- To which extent does poor relationship between superiors and subordinate affect workers' productivity in Globacom limited?

1.5 Research Hypotheses.

The type of hypothesis used is the Null hypothesis, which will be used for this research

H₀₁: Working environment does not significantly affect job productivity.

H₀₂: Financial benefits have no significant effect on employees' motivation.

H₀₃: There is no significant relationship between superior and subordinate productivity in Globacom limited

1.6 Significance of the Study.

This is to help the industry to know how and when to motivate their staff, either by behaviour, experience, etc. To provide an insight into how telecommunication employees are motivated, provide knowledge of the relationship between motivational factors and how it could aid management of telecommunication companies to better predict the behaviour in work situation. This will be useful to the management of manufacturing company, researchers.

This also will help to examine employees' efficiency and their possible effect on the grounds of the company. It will also serve as a reference for students and other researchers who may be interested in conducting more research of this sort. This study will help the management of Globacom to make decisions that will benefit not only the organization but will inspire the workers to do better. Also, researchers and students will benefit from this study.

1.7 Scope of the Study.

The scope of this study covers the use of motivational packages that is used by the industry to motivate their staffs and how the workers see it as a way to work harder. This research is mainly limited to the reviews of employees and it discusses the effect of motivation on the productivity of employees. This project is limited to telecommunication industry, Globacom limited.

1.8 Limitation of Study.

Specifically, this is limited to Globacom Limited alone and it focuses on the impact of motivation on employee's productivity in the Telecommunication industry. It is also handicapped by other factors such as:

- a) Time- This was one of the limitations in the process of carrying out this research work
- b) Fund- The cost of a thorough research cannot be afforded by a student. The price for transportation and the gathering of materials needed had risen.
- c) Data- Access to the data needed for this study is limited, due to the fact that students have no or limited access to the industry.

1.9 Historical Background of Globacom Nigeria Limited.

Globacom Nigeria. Ltd was founded on August 03 2003 and started its operation the same year with its headquarters in Lagos, Nigeria. This company is privately owned by Dr. Mike Adenugas family. It is one of the leading telecommunication carriers that currently operates across 4 West African countries, Nigeria, Ivory Coast, Ghana and Benin. According to the online research based on the statistics obtained from there, the company has **5000** active employees and **500** contractors. GLO has an estimate of over 34 million subscribers (April 2016) of which 26

million are internet subscribers and it is a 100 percent Nigerian owned company (Nkanga, 2018).

In 2011, GLO became the first telecommunication company to build an \$800 million high-capacity fiber-optic cable known as Glo-1, a submarine cable from the United Kingdom to Nigeria. It is the first successful submarine cable from the United Kingdom to Nigeria (Bello, 2018).

Globacom has the following range of products; Glo mobile, Glo Broad Access, Glo Gateway and Glo-1 coverage

GLO is privately owned by the Mike Adenuga Group which also consists of Cobblestone Properties and Estates, a real estate and property development company, Conoil PLC, a petroleum marketing company, and Conoil Producing, a crude exploration and production company.

Strategic business units

- Glo Mobile, a subsidiary of Globacom, is Nigeria's second largest Mobile Network Operator. In the first year of operation, it had one million subscribers in over 87 towns in Nigeria and over 120 billion Naira in revenues. Glo Mobile has now spread to other African countries, namely Benin and Ghana. Glo Mobile's subscriber base in Nigeria stood at over 45 million by December 2018. As at November, 2020, the subscription level has hit 54 million.
- Glo 1 submarine cable is the first successful submarine cable from the United Kingdom to Nigeria, and GLO is the first individual African company to embark on such a project. Glo-1 has the potential to provide high speed internet services, faster, more reliable and cheaper telecom services. Glo-1 will potentially facilitate foreign investment and employment opportunities especially to Africans. The

9,800 km long cable originates from Bude in the UK and is laid from this origin to Alpha Beach in Lagos, where it will have its Landing Station. Glo-1 will also improve teleconferencing, distance learning, disaster recovery and telemedicine among several other benefits for Nigerians and the people of West Africa.

By country: In August 2003, Glo Mobile was launched in Nigeria. Glo Mobile introduced lower tariffs, pay per second billing and alongside other value added services. Although Glo Mobile was the fourth GSM operator to launch in Nigeria, within seven years of the company's operation, its subscriber base has grown to over 25 million.

In June 2008, Glo Mobile was launched in Benin. Glo Mobile showed unprecedented growth through the sale of 600,000 SIM cards in the first ten days of operation. Glo Mobile offered Per Second Billing, which charges subscribers for the exact airtime used. They also offered other value added services such as MMS (Multimedia Messaging Service), Glo Magic Plus news and information, vehicle tracking, musical ring-back tones and mobile banking.

In May 2008, GLO acquired an operating license through its Glo Mobile division in Ghana and plans to capture 30% of the current 11 million subscriber market within 18 months of launch. They plan on achieving this goal by launching with bundled voice and Internet services for Ghana and through specifically targeting 'un-serviced' areas outside Ghana's two major cities, Accra and Kumasi. Glo Mobile was set to launch in Ghana the first quarter of 2010. This has however been postponed to the third quarter of 2011, and again to 2012. In January 2012, Glo Ghana opened the "Reserve your number" campaign, but still without opening the network. On 8 April 2011 GLO launched the sub-marine optical fiber

GLO1, one part of its maiden operation in Ghana, to usher in another major player in the Ghana telecommunication industry.

In October 2009, GLO acquired submarine cable landing rights and International Gateway Services in Côte d'Ivoire.

History: In 2005, Glo Mobile introduced the Glo Fleet Manager which is a Vehicle Tracking Solution. Glo Fleet Manager helps transporters/fleet operators manage their fleet. They also introduced the Glo Mobile internet service which provides subscribers with access to internet sites which have been customized for mobile phone browsing.

In 2006, Glo Mobile introduced BlackBerry. GLO started the sponsorship of the Confederation of African Football African Player of the Year Award. The company also started the sponsorship of Glo Lagos International Half Marathon.

In 2009, Glo Mobile launched Blackberry prepaid services which gives subscribers options to pay daily, weekly or monthly for the service. Blackberry prepaid service gives subscribers free yahoo mail access and free blackberry messenger. The company also launched 3G High Speed Internet services through the sale of its 3G modem. Glo Mobile 3G network is available in Lagos, Abuja, Benin and Port-Harcourt.

Sponsorships: GLO sponsors sports events. Nigerian supporters in GLO Shirts at 2010 FIFA U-20 Women's World Cup

In Nigeria, GLO sponsored in 2009 the Nigerian Premier League, Nigerian National Football Teams, Nigeria Football Federation (NFF), Glo Lagos International Half Marathon, Glo People Police

Marathon, Eyo Festival, Ojude Oba Festival, Eleghe Festival and the Confederation of African Football African Player of the Year Award.

In Benin, GLO sponsors the FITHEB and CAF African Player of the Year Award. In Ghana, GLO sponsors the Glo Ghana Premier League, the Ghana National Football Teams and the CAF African Player of the Year Award.

In November 2009, GLO became an official sponsor of football club Manchester United. The sponsorship also includes young players from Benin, Ghana and Nigeria going to Manchester to train with the club. Globacom is also the sole sponsor of *African Voices* on CNN. The programmes objective is to project game changers on the African continent and also promote the Globacom brand globally on CNN's platforms.

Entertainment: GLO collaborated with MTV on *The Big Friday Show* in 2012. This alliance made the show more interactive and gave viewers the opportunity for live appearances on the show. There was an added benefit of GLO subscribers winning the network's products every week.

In April 2013, GLO introduced the singing reality television show, the *X Factor* to Africa. The auditions were held in Nigeria and Ghana, with the ultimate prize being a \$150,000 cash reward as well as a deal to be managed and produced by Sony Music to record an album.

1.10 Operational Definition of Terms.

- **MOTIVATION:** This is described as “those inner drives that activate or move an individual to action”. In essence, it is what spurs an individual towards a desired behaviour.

- **PRODUCTIVITY:** The measure of the output of goods and services relative to resource's available.

- **PERFORMANCE:** The extent to which an employee or group of employees have gone in achieving the set goals or standards.

- **INTRINSIC:** Intrinsic motivation refers to behavior that is driven by internal rewards.

- **EXTRINSIC:** Extrinsic motivation refers to behavior that is driven by external rewards such as money, fame, grades, and praise.

- **ORGANIZATION:** A group of people who form a business in order to achieve a particular aim

CHAPTER TWO.

LITERATURE REVIEW.

2.0 Introduction.

This chapter presents the literature review on this research. It is centered on the concept of motivation, forms of motivation, concept of employees' productivity, productivity, stages of increasing motivation, effect of motivation on employees' productivity. Theories of motivation. This chapter also covers theoretical and empirical review.

2.1 Conceptual framework.

2.1.1 Concept of Motivation.

This pin-points the contribution of other scientific disciplines and school of thoughts towards the way in which motivation was conceptualized over time, and is understood today.

The word "*motivation*" is derived from the "*movere*" in Latin, meaning to transfer. Motivation is the secret to containing the continuity of the job in a powerful way in a successful organization and it is seen as a means of enabling the companies to survive. Denhardt, R. B., Denhardt, J. V., and Aristigueta, M. P. (2008) defined motivation as an internal state that causes individuals to act in a specific way to achieve specific goals and purposes. Bratton and Gold (2007), defined motivation as a cognitive decision-making process that affects the persistence of goal-directed behaviour and direction.

Boamah Richard (2014), described motivation as something that drives the individual to action and continues the already initiated cause of action for him.

Motivation is something you want to achieve that channels you to do a particular thing. It is a need oriented something you want to satisfy and there is an internal drive to go out and satisfy such need. Motivation is, therefore, a desire to direct one's behaviour towards a goal. It deals with how the desire of individuals can be fulfilled in work situation.

According to business dictionary, motivation is the internal and external factor that stimulates individuals, the desire and energy to be constantly dedicated to a task or issue, or to make an effort to achieve a goal.

Motivation is commonly defined as what explains why people or animals initiate, continue or terminate a certain behavior at a particular time. Motivational states come in various degrees of strength. The higher the degree, the more likely it is that the state has an influence on behavior. This is often linked to forces acting from within the agent that result in goal-directed behavior (deCharms, R. 1968). One problem with defining motivation in terms of internal forces is that it is very difficult to measure them, which is why empirically-minded theorists often prefer definitions that are more closely linked to observable behavior. One approach is to define motivation in terms of the flexibility of the animal's behavior, (ET Rolls, 2000). This flexibility involves goal-directed behavior that changes as the animal learns through new experiences. Rats, for example, can learn to traverse through complicated mazes in order to satisfy their hunger. The feeding behavior of flies, on the other hand, is not flexible in this sense. On this view, we are justified to ascribe motivational states to rats but not to flies.

Motivation is what explains why people or animals initiate, continue or terminate a certain behavior at a particular time, (deCharms, R. 1968).

Different scholars gave different definitions about motivation and how they see it as a means of increase in productivity. In the likes of

Fredrick Herzberg (1954), Abraham Maslow (1943), Clayton AL defer (1969) and Douglas McGregor (1960).

2.1.2 Forms of Motivation.

Motivation is the drive to satisfy a need and bring out that natural drive to do a good job fully from within an individual. People are motivated by a variety of things and the two types of motivation are:

i. Intrinsic Motivation:

Intrinsic motivation refers to behavior that is driven by internal rewards. In other words, the motivation to engage in a behavior arises from within the individual because it is naturally satisfying to you (Chaudhary and Sharma, 2012). This has to do with how employees are rewarded internally, by performing to do better than they did before because they feel satisfied by the outcome. Intrinsic motivation is effective because an employee is completely satisfied with the work that they perform. This mostly has to do with how they feel, their emotions. Intrinsic motivation has to also do with recognition, achievement, responsibility and possibility of growth.

This behaviour involves engaging in an activity because you find the activity itself rewarding. People do what they do because they love doing it. Any rewards that they receive come second to the joy of completing the activity. Intrinsic motivation occurs when people are internally motivated to do something because it either brings them pleasure, they think it is important, or they feel that what they are learning is significant. It has been shown that intrinsic motivation for education drops from grades 3-9 though the exact cause cannot be ascertained. Also, in younger students it has been shown that contextualizing material that would otherwise be presented in an abstract manner increases the intrinsic motivation of these workers.

This is the process of doing things that we enjoy, not because we have to. Intrinsic means internal, inside one self; when one is intrinsically motivated, you enjoy a course of study or development, an interest solely for the fulfillment of education and having fun.

ii. Extrinsic Motivation:

Extrinsic motivation refers to behavior that is driven by external rewards such as money, fame, grades, and praise (Hershey and Blanchard, 2017). Extrinsic motivation focuses on rewards that have to do with material things which include promotion, salary, status, vacations, etc. Extrinsic motivation focuses on the **reward** that you receive for completing an activity. The source of the product of the action and not the action itself. Extrinsic motivators also cover the opposite side of the coin. You may engage in a behaviour to avoid receiving a punishment.

Extrinsic driven by job activity stems from measurable incentives as salary and promotion. When an employee is motivated to perform, learn and do something based on a highly considered outcome rather than the fun, personal development, you are being extrinsically motivated, Deci (1975). Extrinsic motivation comes into play when a student is compelled to do something or act a certain way because of factors external to him or her (like money or good grades).

2.1.3 Stages of Increasing Motivation.

The stages of increasing motivation consist of **five** major components but grouped into **four** according to **Hackman and Oldham**. According to them, any job can be described in terms of job dimension which are: skill variety, Task Identity, Task Significance, Autonomy and Feedback.

The strategies of increasing motivation of workers is essential and is a scientifically structured job design which motivates the employees for higher efficiency, productivity and generates job satisfaction than the one designed on the basis of specification which should be introduced in job design so that the needs of the employees for accomplishment, recognition, psychological growth can be satisfied (Hackman and Oldham). These strategies include:

➤ **Job Rotation**

This is a form of accelerated experience to the normal working situation aimed at developing existing knowledge and skills or acquiring new experiences. It also comprises of movement of employees from one job to another in order to reduce monotony by increasing variety.

➤ **Job Enlargement**

When a job is enlarged, the tasks being performed by the same worker expands. Although it actually changes the pace of work and the operation by reallocating tasks and responsibilities, job enlargement does not increase the depth of a job.

➤ **Job Enrichment**

This is an addition of a greater task to a job with increase in autonomy and responsibility. It involves increases in skill variety, task identity, task significance, autonomy and feedback.

➤ **Merit Pay**

This refers to a performance-related pay which provides bonuses or base pay increases for employees who hit the target or perform their jobs effectively (Wikipedia).

2.2. Concept of Productivity.

Productivity is the efficiency of production of goods or services expressed by some measure. Measurements of productivity are often expressed as a ratio of an aggregate output to a single input or an aggregate input used in a production process, i.e. output per unit of input, typically over a specific period of time. It is the measure of how well resources are brought together in an organization and utilized for accomplishing a set of results, (Wikipedia).

Productivity is a summary measure of job performance amount and quality; taking into account the use of funds. It can be evaluated at the level of individuals, groups and organizations. It can be articulated as achievement in the effectiveness, performance and efficiency dimensions of organizations, (Olusanya, Olumuyiwa and Ohadebere, 2012).

Employee productivity (also sometimes known as workforce productivity or labor productivity), is an assessment of the efficiency of a worker or group of workers; it has become a critical factor in the strength and sustainability of a company's overall business performance.

The most common example is the (aggregate) labor productivity measure, e.g., such as GDP per worker. There are many different definitions of productivity (including those that are not defined as ratios of output to input) and the choice among them depends on the purpose of the productivity measurement and/or data availability. The key source of difference between various productivity measures is also usually related (directly or indirectly) to how the outputs and the inputs are aggregated into scalars to obtain such a ratio-type measure of productivity. Types of production are mass production and batch production, (Wikiquote).

Productivity is a crucial factor in the production performance of firms and nations. Increasing national productivity can raise living standards because more real income improves people's ability to purchase goods

and services, enjoy leisure, improve housing and education and contribute to social and environmental programs. Productivity growth can also help businesses to be more profitable.

Productivity measures that use one class of inputs or factors, but not multiple factors, are called partial productivities. In practice, measurement in production means measures of partial productivity. Interpreted correctly, these components are indicative of productivity development, and approximate the efficiency with which inputs are used in an economy to produce goods and services. However, productivity is only measured partially – or approximately. In a way, the measurements are defective because they do not measure everything, but it is possible to interpret correctly the results of partial productivity and to benefit from them in practical situations. At the company level, typical partial productivity measures are such things as worker hours, materials or energy used per unit of production.

There are various types of productivity that are being used. They include:

- Labor productivity: In macroeconomics, a common partial productivity measure is labor productivity. Labor productivity is a revealing indicator of several economic indicators as it offers a dynamic measure of economic growth, competitiveness, and living standards within an economy. (OECD, 2012)
- Multi-factor productivity: When multiple inputs are considered, the measure is called multi-factor productivity. Multi-factor productivity is typically estimated using growth accounting. If the inputs specifically are labor and capital, and the outputs are value added

intermediate outputs, the measure is called total factor productivity, (Hulten, 2009).

- Total productivity: When all outputs and inputs are included in the productivity measure it is called total productivity. A valid measurement of total productivity necessitates considering all production inputs. If we omit an input in productivity (or income accounting) this means that the omitted input can be used unlimitedly in production without any impact on accounting results.

Benefits of productivity.

- To shareholders and superannuation funds through increased profits and dividend distributions;
- To customers through lower prices;
- To the environment through more stringent environmental protection; and
- To governments through increases in tax payments (which can be used to fund social and environmental programs).

Drivers of productivity.

- Investment in physical capital
- Innovation is the successful exploitation of new ideas.
- Skills
- Competition
- Enterprise

2.2.1 Determinants of Productivity.

The determinants of productivity in any industry can be divided mainly into two: (1) Human factors and (2) Technical factors

Human factors are:

1. Management style of an organization must not be autocratic if high performance and productivity are to be achieved.
2. Quality of employees: workers are needed to control, co-ordinate and organize the work process. However, for high productivity to be achieved in an industry the quality of the workers must be high in terms of level of education, computer skills and other skills required to facilitate optimum productivity.
3. For high productivity to be achieved in any organization, workers must be well motivated in terms of prompt payment of salaries, good company policies, leave and leave bonuses and corporative method of supervision.

The Technical factors includes the following:

1. Regular power supply will make production of goods and services to be steady and reliable. This will go a long way to engender high productivity in the industrial sector.
2. If the technology (equipment) used by workers are of high quality, the productivity of such industry is bound to rise and vice versa.
3. Plant size and capacity: If the size and capacity of an industry is big production will certainly be in large volume that can increase high productivity as opposed to an industry with small size.

4. Financial capacity of the organization: The financial capacity of an industry will determine its level of industrial output and productivity.
5. For productivity of any industry to be high, the quality of raw materials used in production process must be good.

2.2.2 Problem of Productivity.

The problems facing productivity in Nigerian industries presently are enumerated below:

1. Low quality of Labour in Nigeria: we lack technical expertise. Majority of Nigerian workers lack technical skills, hence, experts from abroad are relied upon to do some highly technical systems.
2. Absence of good technology: the level of industrial productivity in Nigeria is affected by lack of technology.
3. Lack of access to loans by many industrialists is a huge task where loans are made available. In the view of this, the room for expansion to boost productivity becomes problematic.
4. Poor management style is another unique problem facing industrial productivity in Nigeria. Capacity to control, motivate co-ordinate and lead appropriately is lacking in most cases.
5. Erratic power supply: this is another key problem that prevents regular production of goods and services by many industries.
6. It is still a thing of concern that in Nigeria, infrastructural facilities are insufficient.
7. Employee's motivation is lacking in many Nigerian industrial organizations. Sometimes, wages and salaries are inadequate and not paid as at when due.

8. Industrial conflict in work organization has become a perennial problem in Nigeria. Some of these conflicts are manifested in forms of strikes, picketing, fraud, absenteeism, etc.

2.2.3 Concept of Employees Productivity.

Generally productivity means output. Employee productivity can be defined as the amount of work produced by an employee in a specific period of time.

According to James Clear, productivity is a measurement of the efficiency of a person completing a task. We often assume that productivity means getting things done each day. As a manager, it's important to understand how long it takes your teammates to complete specific tasks, and if there are any roadblocks along the way that you could help them overcome. Employee productivity is an assessment of the efficiency of a worker or group of workers.

Employees productivity depends on many factors, such as, productivity evaluation, compensation, benefits, job security, training and growth, but the field of study is employee motivation as this aspect significantly influences the remain elusive. Employee productivity is one element of IT productivity, the relationship between an organization's technology investments and its corresponding efficiency gains, or return on investment.

2.2.4 How to measure employee productivity.

We can measure employees' productivity by:

- **Measure goals:** Helping your direct reports set and reach their goals is an essential part of your role. According to Amy Gallo

(contributing editor at Harvard Business Review), goal setting is particularly important as a mechanism for providing feedback.

- **Measure quality of work:** As the saying goes: quality trumps quantity. Sending more emails, fixing more bugs, or calling more people can seem like good measurements of employee productivity. However, sometimes it's more important to focus on the quality of your teammates' work.

- **Measure the amount of work completed:** Last but not least, you may assess employee productivity by looking at how many tasks an employee completes in a given period of time. If you notice that one of your teammates is accomplishing all of their jobs well, write them a message of encouragement expressing your gratitude for their efforts.

2.2.5 Ways to increase employee productivity in the workplace.

- **Improve workplace conditions:** A study conducted by Eric Johnson (a researcher at Columbia University) and Daniel Goldstein (a researcher at the London Business School) revealed how much your environment can impact your behaviour. James Clear quotes this study in his book, *Atomic Habits*, to describe the concept of environment design. Set clear deadlines and expectations. Because ambiguity is the enemy of productivity, it's critical for you to be explicit about your deadlines and action items as a manager.

- **Encourage self-care and time off :** In a recent conversation about remote work with Darren Murph (Head of Remote at Gitlab) and Mark Bergen (Head of Revenue at Shopify Plus), both leaders

emphasized the importance of defining a work-life balance when working from home

- **Coach employees on their priorities:** Equally important as setting clear goals and expectations is following up on those goals and encouraging employees to bring up their challenges and roadblocks with you. We recommend using your one-on-one meetings to coach employees on the projects and priorities that they should be paying more attention to. As part of your one-on-one meeting template, make sure to ask employees what projects and priorities are taking most of their time.
- **Learn time management skills:** If you're worried about your team's productivity levels, it might be a good idea to teach them a couple of techniques. They may be trying to juggle a lot of projects while not devoting enough time to preparing how to successfully tackle them. We recommend the following two time management techniques:
 - **Pomodoro e:** Set a timer for 25 minutes to focus on one job. Take a five-minute break after 25 minutes. Take a longer pause after four 25-minute sessions.
 - **Time Blocking:** Teaching your direct reports to block specific calendar events when they need to work on specific tasks is a great way to save time.
- **Avoid interruptions (and encourage deep work!):** We live in an age of ever-increasing demands for our attention. In fact, according to an Udemy study, three out of every four workers admit to being distracted at work, with 16 percent claiming to be distracted practically all of the time. Instead of adding to your teammates' day

with more distractions and interruptions, teach them the value of focus and meaningful work.

- **Boost morale by celebrating accomplishments:** Last but not least, remember to celebrate your teammates for their accomplishments. If you want to increase employee productivity, you need to create spaces where employees feel recognized for their contributions. If they are constantly celebrated and rewarded, they will be more likely to continue doing their best work.
- **Optimize meetings:** How many times have you thought to yourself “this meeting could’ve been an email?”. According to Owl Lab’s 2020 State of Remote Work Report, 26% of people reported meeting more than usual after transitioning to remote work... and 80% agreed that there should be one day a week with no meetings at all. Many people are experiencing what they call “Zoom Fatigue”, as video calls force us to focus more intently in order to absorb information. One of the most important things you can do to avoid Zoom Fatigue and increase employee productivity is defining a clear purpose for every meeting.
- **Allow flexible schedules:** Some of your teammates may need to drop off their kids at school in the morning, while others might not be able to take calls in the evening. Make sure to use your one-on-one meetings to ask each of your direct reports if their current work schedule is working for them. In a recent announcement about going “Virtual First”, Dropbox explained that one of the best ways to increase employee productivity in the workplace is to embrace non-linear workdays.

2.2.6 Effects of Motivation on Employees Productivity.

There are various motivation theories that were propounded by different scholars in the likes of McClelland (1988), Herzberg (1968), Alderfer (1972), Maslow (1946), McGregor, Uri wick. They all have various specifics that all managers must and can do to help their subordinates to become more self-actualized, because most of the workers need a little push to do better. They are likely to work at their maximum creative potential when their needs are met. They will agree by promoting a healthy workforce, physiological skills and needs that in turn also increase their performance, recognizing employees.

Theories such as equity have some major constraints for ways to encourage individuals not to underpay, overpay and present results data in a comprehensive and socially sensitive manner to even the score those that overpay some employees as a useful technique to increase performance may later realize that when you overpay one employee, you are underpaying all the others. As majority of workers feel underpaid, their performance will be decreased, resulting in a net decrease in production and a widespread of discontent.

Therefore, the manager should aim to treat all the workers fairly; and this recommendation grows from studies showing that the judgment of equality on the job by individuals go beyond just what their inputs are to their perception of how they were decided to their sense of procedural justice. Justice and equity in salary determination, to a large extent, put to rest all the traumas any individual or an organization may experience, and that is extremely motivational enough to assess the optimal usage of time and energy. It is possible for employees to be paid in ways directly linked to their productivity such as incentive systems or bonuses.

To motivate people to high-levels of performance, objective should be difficult but measureable, achievable, specific and observable, with a specific date, set when possible and accepted by employees. Employees who meet the organizations objectives and goals should be rewarded through praise, pay increase, promotions etc.

2.3 Theoretical Framework.

This study employs the following theories to analyze the influence of motivation and employees productivity. The theories under motivation are categorized into Need-based theory, Hygiene theory, and Cognitive theory. The understanding developed from these theories is used to better understand the nature of the factors relating to motivation on employee's productivity.

2.3.1 Theories of Motivation.

Research on motivation draws upon a series of analytical viewpoints. According to Petri (1996), he said that there is a vast array of motivation theories that is based on different methodologies to the sources of motivation, such as energy, inheritance, cognitive processes, social interactions and motivation for growth.

Although different scholars gave different definitions about motivation and how they see it as a means of increase in productivity. In the likes of Fredrick Herzberg, Abraham Maslow, Clayton Aldefer and Douglas McGregor

Motivation theories are mainly divided into three groups depending on the specific approach implemented (Henley, McCarthy and Baron, 2002).

Needs based theories refers mainly on the needs of humans and are ordered in ascending priority. Hygiene theory refers to the context (environment) of the job are called hygiene or dissatisfiers which are related to job dissatisfaction. They are extrinsic factors. Cognitive theories do not focus directly on work as a potential source of motivation, but rather on a cognitive basis, such as beliefs, values and thoughts which people use to make choices regarding their behaviour at work (Schultz and Schultz, 1998). ERG believes that if the next need in the hierarchy cannot be met, a satisfied need may remain the dominant motivator. McClelland argues that people learn or acquire requirements based on the types of events they encounter in their environment and culture, he also said that this theory is closely related to or with learning theory. Drive and reinforcement theories are built on behaviour.

2.3.2 Based Theories

- **Maslow's Hierarchy of Needs Theory.**

This theory is one of the most popular and quoted motivation theories which belongs to Abraham Maslow, which he propounded (Van Niekerk, 1987).

Maslow's hierarchy of needs is an idea in psychology proposed by Abraham Maslow in 1943, he published a paper in the journal Psychological Review titled "A Theory of Human Motivation."

Maslow further expanded the concept to include his observations of people's natural curiosity. Many other theories of human developmental psychology, some of which focus on describing the stages of human

growth, are similar to his. He then developed a classification system that began with society's universal needs and progressed to more acquired emotions.. His theories, especially the Blackfoot tribe's beliefs and philosophy, on which he spent many weeks before to publishing his seminal thesis, may have had a significant influence on the hierarchy. Maslow's hierarchy of wants is used to investigate how humans are innately motivated to behave.

Maslow's hierarchy of needs is used to study how humans intrinsically partake in behavioral motivation. Maslow used the terms "physiological", "safety", "belonging and love", "social needs" or "esteem", and "self-actualization" to describe the pattern through which human motivations generally move. This means that in order for motivation to arise at the next stage, each stage must be satisfied within the individual themselves.

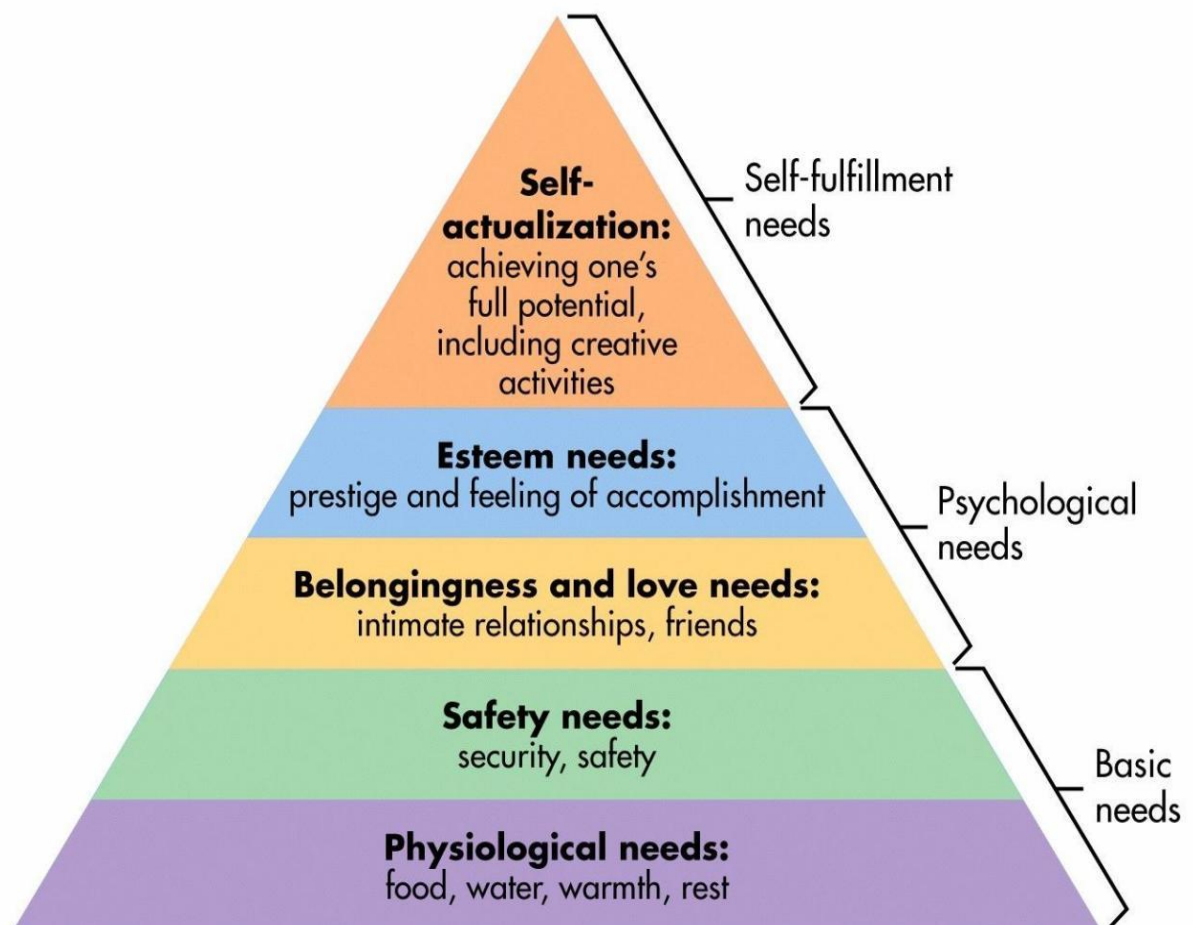
Additionally, this hierarchy is a main base in knowing how effort and motivation are correlated when discussing human behavior. Each of these individual levels contains a certain amount of internal sensation that must be met in order for an individual to complete their hierarchy. The goal in Maslow's hierarchy is to attain the fifth level or stage: self-actualization.

Maslow's idea was fully expressed in his 1954 book *Motivation and Personality*. Maslow's classification hierarchy has been revised over time. The original hierarchy states that a lower level must be completely satisfied and fulfilled before moving onto a higher pursuit. However, today scholars prefer to think of these levels as continuously overlapping each other. This means that the lower levels may take precedence back over the other levels at any point in time.

Abraham Maslow's theory is based on human needs and these needs are arranged in order of hierarchy from the lowest to the highest based on his experience as a Clinical Psychologist.

Once a given level of need is satisfied, it no longer serves as motivation to human being. Then the next higher level of need must be activated in order to motivate man.

Figure 1: Maslow's Hierarchy of Needs



Source www.simplypsychology.com.

- **Herzberg Two-Factor Theory.**

Fredrick Herzberg's well-known and controversial theory of motivation was propounded in 1954, and developed his work to determine the attitude of workers towards their jobs (Gouws, 1995).

Maslow's earlier work was later expanded upon by a Psychologist named Frederick Herzberg, who developed the Herzberg Motivation Hygiene Theory (Two- Factor Theory). After performing a motivation research on 200 Accountants and Engineers working in and around Western Pennsylvania, he came up with this notion.

Herzberg's theory is based on the premise that motivation comes from the job itself, not from other external influences, and that the factors that lead to motivation are those that lead to motivators are separate and distinct from those leading to job dissatisfaction ('hygiene maintenance' factors), (Herzberg, 1966). The hygiene factors are put in a spectrum, from a state of disappointment, to no satisfaction, which can be equated with the lower order needs of Maslow.

The jobs were dubbed "satisfiers" by Herzberg. "Motivators" are called "job dissatisfies "hygiene or maintenance factors". That is to say, those factors related to job satisfaction are motivators or satisfiers. They are intrinsic factors that are related to the content of the job e.g. achievement, recognition, the work itself, promotion, responsibility, possibility for personal growth etc.

Motivators have a direct positive effect on the work situation, lead to improve productivity. Aspects of the job such as level recognition, increased responsibility and the opportunities for advancement and promotion, serves as motivators (Herzberg, 1966).

Frederick Herzberg is another renowned motivation scholar. According to his two factor theory, dissatisfaction results from the absence of hygiene factors which include salary and relationships with others, while satisfaction results from the presence of motivating factors such as job opportunities and recognition (Kinicki and Kreitner, 2016)

No Satisfaction	Satisfaction
Jobs that do not offer:	Jobs offering:
Advancement	Advancement
Achievement	Achievement
Recognition	Recognition
Stimulating work responsibility	Stimulating work responsibility

Table 1: Human Motivation source: Van Nierkerk, 1987

Dissatisfaction	No dissatisfaction
Jobs with poor:	Jobs with good:
Salary and Working condition	Salary and Working condition
Company policies and Administration	Company policies and Administration
Technical supervision	Technical supervision
Interpersonal relationship	Interpersonal relationship

Table 2

Source: Van Niekerk, 1987.

The assumed independence of motivators and hygiene factors is a matter of some controversy in the literature, and the theory in general has accumulated little empirical support. Hygiene theory has shown great success in focusing more attention on the importance on providing employees with work that is meaningful to them, (Spector, 2003).

- **McClelland's Needs Theory.**

David McClelland's theory is referred to as the "Three-Need" theory, (Gouwa, 1995). The theory is based on the position that achievement-oriented people share three major needs, which are acquired through learning and experience (McClelland).

Because McClelland argues that people acquire wants by the kinds of events they encounter in their environment and society, this theory is closely linked to learning theory.

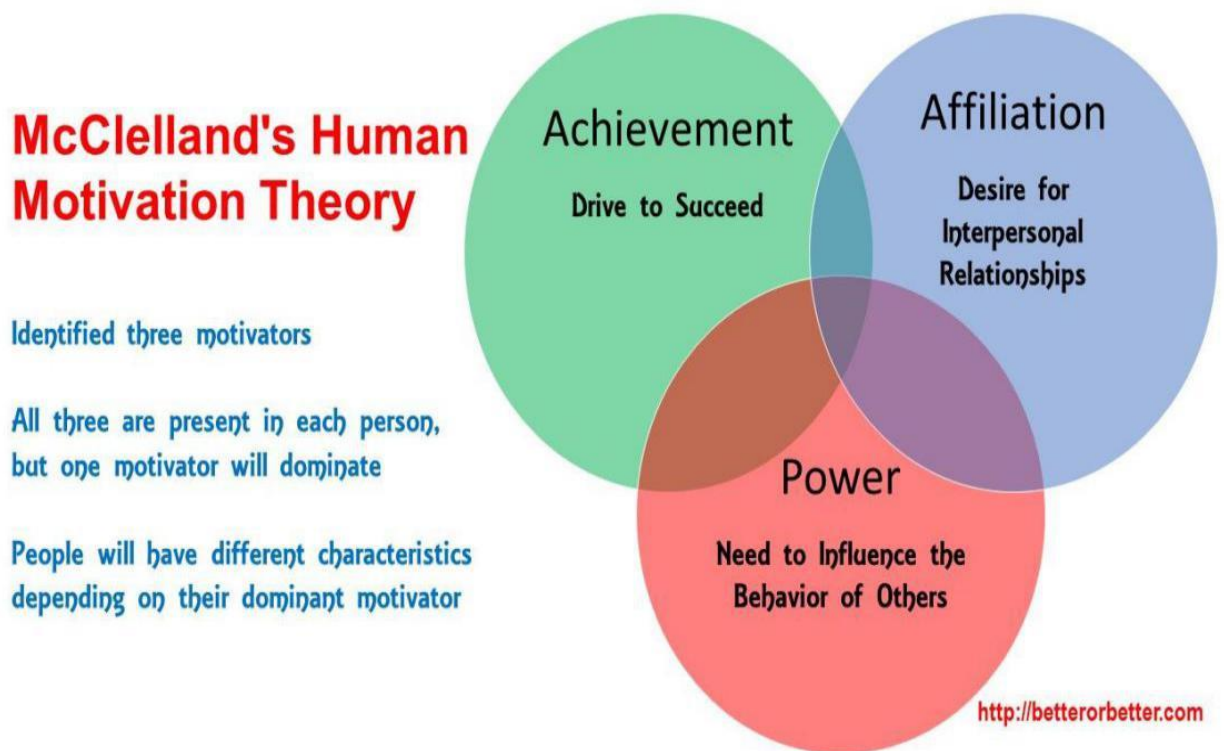
People who acquire specific requirements behave differently than those who do not, according to McClelland. Murray's three demands are the emphasis of his theory: achievement, power, and affiliation. He assigned each of the three requirements a unique code.

The need for Achievement (n/ACH), which is a behaviour directed towards competition with a standard of excellence. It is the need or drive to excel and to achieve something great relative to set standards and to struggle to succeed.

The need for Power (n/PWR), which centres on making an impact on others, the urge to change other people and the desire to make a difference in life. It is also the need to control others, influence their behaviour and also be responsible for them.

The need for Affiliation (n/AFF), which is the desire to maintain acceptance and approval from others by establishing and maintaining friendly and warm relations with other people which is similar to social needs of Maslow. This also refers to the desire to establish and maintain a satisfying relationship with other people (Beach, 1980).

Figure 2: McClelland Human Motivation Theory



Source: <http://betterorbetter.co>

● **McGregor Theory X and Y**

Douglas McGregor presented two distinct views of human beings based on participation of workers in the work process. The first is negative, labelled Theory X and the other is positive, labelled Theory Y.

Theory X and Theory Y are known for management and human motivation. The theories focused mainly on two distinctive models of future motivation which is applied by managers in the management of organizational growth, organizational communication, organizational behaviour and human resources.

Theory X relates to strict monitoring and external punishment and provides value in order to preserve the attention of the people at work. Relating to McGregor's Theory X inference, the workers really hate the task, but they are compelled to do it. Theory Y emphasizes the employees' job satisfaction and gives the employees the power to tackle the tasks creatively. McGregor's theory based on the theory of Maslow, it adds a core idea: that the manager's expectations regarding their workers will influence their motivation.

Two alternate and extreme views of human beings are proposed in this theory: Theory X and Theory Y. According to Theory X, the employee is viewed as mainly negative, resist change and lazy. This Theory also viewed employees also as gullible, not very sharp, self-centered, indifferent and indolent. This produces a controlled environment with strict rules and punishment. Employees in such organization tend to work less efficiently, generate assault and conflicts (Bolman and Deal, 1984).

On the other hand, Theory Y strives to maximize the employee's goals and efforts by giving workers greater job autonomy. Theory Y, in contrast, reflects a more modern approach to motivation, in that most

people seen as keen to discipline themselves in order to successfully complete the tasks allocated to them.

According to Theory Y, the employees are viewed to want to assume responsibility, need for achievement and want their organization to succeed. The theory is trying to explain how organizational man is seen to behave. Every worker shares the trait of both Theory X and Y. Thus, man swings from one set to the other with changes in his mind and motives in changing.

2.4 Empirical Review.

Mayfield and Mayfield (2008) stated that a company has to analyze the objectives of highlighting the factors that directly and indirectly motivate the staffs and impacts their performances. It was found that improperly motivated staffs perform the tasks abysmally, and this affects the business conduct. For a telecommunication company, this is a negative factor that could directly impact the strategic goals and plans defined by the company (Kaiser, 2013)

Organizations in this dynamic globalized world are continuously trying to develop and motivate their employees to help achieve enhanced performance with various Human Resource applications and practices (Abdul-Azeez, 2011).

According to a study conducted by Grant (2008), motivation imposes employee outcomes for instance performance and productivity. He also established that motivated employees are more oriented towards autonomy and are more self-driven in contrast to less motivated employees.

Further, motivated employees are highly engaged and involved in their work and jobs and are more willing to take responsibilities (Kuvaas & Dysvik, 2009).

Bloch (2004) investigated that the effect of job satisfaction on employee motivation and turnover intentions. He collected the data from different organizations. He collected the data on seven variables using questionnaire technique from 250 workers he used correlation technique to find out the effect of variable (physical environment, task design, reward and reinforcement, supervisory support and coaching, social norms and organizational culture) on job satisfaction, employee motivation and turnover intentions. He defined job satisfaction results increased motivation and reduce turnover intentions.

Ali and Ahmed (2001) examined the impact of reward and recognition program on employee's motivation and satisfaction. The study was conducted from UNILEVER companies. They collected the data on nine variables using the questionnaire technique from 80 employees of UNILEVER. They used correlation technique to find out the effect of nine variables (work content, payment, promotion, recognition, working conditions, benefits, personal, leader or supervisor and general) on employee motivation and satisfaction. They found the most significant factors which affect the employee motivation and satisfaction are payment, promotion, working condition, personal. They recommended that if more focused is placed on reward and recognition it may have positive impact on motivation that enhances high level of performance and retention.

Ramlall (2002) investigated the role of employee motivation theories and their implication for employee retention within organizations. He collected data on seven Variables using the questionnaire technique from 1070 workers, He used correlation technique to find out the effect of seven Variables (needs of the employees, work environment, responsibilities, supervision, fairness and family, effort and employee

development. He found the most significant factor which effect the employee turnover is work environment supervision and employee development these are the critical factors among the respective motivation theories and the implementation for developing and enhancing the motivation level of employees and developing employee retention practices whereas the effect of others variable is not significant. He recommended that organization focus on these variables to enhance motivation. He gave the special importance or significance within organization on retaining its critical employees.

According to Lee (2003), plateau employees are likely to have higher labor turnover because they want to advance their careers elsewhere in the environment. Studies have shown that employee who have attained plateau have a high degree of intention to quit due to reduced opportunity in the present organization (Yamamoto, 2006).

Robert Half International, Inc. conducted a study that examined why people leave their jobs. The results showed that more often people leave for advanced career opportunities and development and not necessarily for monetary factors such as compensation (Johnson, 2004). Career development is important for both the organization and individual. It is a mutual benefit process because career development provides the important outcomes for both parties (Wright *et al.*, 2005). It is an effective way to enhance employee retention. Career development constitutes a visible investment that the company makes in the worker, providing him or her with new skills, and greater competencies and confidence. It often leads to work that is more intrinsically rewarding.

Egwuridi (1981) also investigated motivation among Nigerian workers using a sample of workers of high and low occupational levels. The hypothesis that low income workers will be intrinsically motivated was not confirmed, and the expectation that higher income worker will

place a greater value on intrinsic job-factors than low income workers was also not confirmed. This shows clearly the extent of value placed on extrinsic job factors.

Another research carried out that is of interest to this study is that of Warr (2001). Using 290 skilled and semi-skilled male and female paper workers, he examined the connection between different employee attitudes, job satisfaction and work efficiency. The study found that highly active workers who were intrinsically focused towards their work did not demonstrate satisfaction with their work commensurate with company evaluation of performance.

Zameer et al (2014), this study explores the Impact of employee's performance of beverage industry in Pakistan. The data for the current study was collected using a structured questionnaire from five major cities in Pakistan. The findings of this study examines that motivation plays a crucial role in the success of workers in Pakistan's beverage industries.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction.

In this chapter, the researcher listed the prepared design to be employed in achieving the objective of this study. In essence, this chapter highlights the HOW, WHY and WHAT aspect of the research. The chapter is organized as follows; research design, population of the study, sampling size and technique, source of data collection, method of data collection, data collection instrument, data analysis method and validity and reliability of data.

3.1 Research Design

Research design is the blueprint for collecting, measuring and interpreting data required for the study.

The descriptive survey was chosen considering the purpose of the study, the research questions and the magnitude of the target population. It has an advantage of producing good number of responses from a wide range of people, and it can also be used with greater confidence with regards to particular questions of certain interests to a researcher.

Descriptive survey is research for which its purpose is to produce an accurate representation of persons, situations and events. The researcher will employ the descriptive survey strategy for the study. The design was suitable for the study as the study wants to examine the effect of motivation on employee's productivity in the telecommunication industry.

3.2 Population of Study

Population is the universe of unit from which a sample is to be selected. The research focused on Globacom Nigeria limited. The total population of Globacom limited as of June 2019 was 3,379. It will consist of all department heads available in the organization. The population of the study is 800

3.3 Sample size Determination.

It is assumed that the sample size is the representation of elements in the total population of study because the population of Globacom is very huge. Having simplified and known the population size of the research due to mega constraint, Taro Yamane formula (1967) will be introduced to determine the sample size based on the n =percentile proportional division of the workers in Globacom Limited. And it is as follows:

n= Sample size

N= Population size

e= Margin of error/ proportion of sample error (0.05)

1= constant

Therefore:

$$n = \frac{N}{1 + N (e)^2}$$

Where;

n = sample size = ?

N = population size = 800

e = proportion of sample error/ margin of error = 0.05 or 5%

$$n = \frac{800}{1 + 800(0.05)^2}$$

$$n = \underline{800}$$

$$1 + (800 \times 0.0025)$$

$$n = \underline{800}$$

$$1 + 2$$

$$n = \underline{800}$$

$$3$$

$$n = 267$$

Approximately the **sample size is 267**

3.4 Sampling Technique

For the purpose of this research work, the multi-stage sampling technique will be used to get a true representative of the total population of the study. The stages are;

Stage I- There will be a purposive selection of Globacom limited for the study. The reasons for choosing Globacom limited are:

- a. The company is into telecommunication and the need to evaluate motivation on employee's productivity.
- b. The need to examine motivation objectives of the organization whether they are in line with what can improve employees' performance.

Stage II - Stratified sampling of workers into various groups, departments and work units.

Stage III - For each stratum there would be random selection through balloting method.

3.5 Source of Data

This research work will make use of primary data which will be used to conduct the research. It will be collected through a well-structured

questionnaire. It will consist of open and closed end questions. It will consist of two parts; Part A covering the general information of the respondent. Part B to D will pursue to answer the research objective which is to discover the effect of motivation on employees' productivity in Telecommunication industry.

3.6 Method of Data Collection

There are two methods of data collection namely:

- Quantitative method that involves the use of questionnaire.
- Qualitative method that involves the use of interview.

For the purpose of this study **the quantitative method** would be used through the use of questionnaire.

3.7 Instrument of Data Collection

Data collection instrument are regarded as research tools. They are the methods of data collection such as observation, document analysis, and so on. The data collection instrument used for the study was Google forms. It was used to administer the questionnaire.

3.8 Method of Data Analysis

The data collected will be analyzed with the use of Google forms. Descriptive analytical method would be applied in this study.

Descriptive method- To achieve a valid analysis in the presentation and analysis of the data collected.

3.9 Validity and Reliability of the Research Instrument

Validity measures the quality of an outcome of research if tested in reality. In other to ascertain the validity of the questionnaire, the researcher was able to consult experts in this line of study to know their

view and also make necessary corrections in order to ensure that the instrument was able to capture the appropriate data from the respondents and the researcher also submitted the questionnaire to the project supervisor.

Reliability is the ability to measure the degree in which the research tool gives result that logically follows the previous, after being tried more than once. To increase the reliability of the data, the test-retesting method was adopted in order to examine whether the same response could be obtained from the same respondents who were given the questionnaires but at different times. The instrument used for this research is questionnaires.

CHAPTER 4

DATA PRESENTATION AND ANALYSIS

4.0 INTRODUCTION

The goal of this research was to look into the effects of motivation on employees' productivity on the Telecommunication industry. This chapter deals with the presentation of results which begins with the description of the bio-data information. The objectives and hypotheses formulated for this study guided the arrangement of the tables.

4.1 PRESENTATION OF DATA

DEMOGRAPHIC CHARACTERISTICS

Table 4.1.1: Demographic characteristics of the Respondents

Variable	Frequency	Percentage (%)
GENDER		
Male	57	47.5
Female	63	52.5
TOTAL	120	100
AGE RANGE		
21-30 years	46	38.1
31-40 years	22	18.6
41-50 years	37	30.5
51 years and above	15	12.5
TOTAL	120	100
MARITAL STATUS		
Single	49	40.8
Married	31	25.8
Divorced	13	10.8
Widowed	16	13.3

Separated	11	9.2
TOTAL	120	100
ACADEMIC QUALIFICATION		
SSCE	9	7.5
OND/HND	9	7.5
B.Sc	39	32.5
MBA	20	16.7
M.Sc	27	22.5
Phd	13.3	13.3
TOTAL	120	100
UNIT/DEPARTMENT		
Acct	18	15.0
HRM	15	12.5
Marketing	28	23.3
Sales	8	6.7
Others	51	42.5
TOTAL	120	100
LENGTH OF SERVICE		
Less than 5 years	41	34.2
6 – 10 years	44	36.7
11 years and above	35	29.2
TOTAL	120	100
LEVEL		
Senior staff	64	53.3
Junior staff	38	31.7
Management staff	18	15.0
TOTAL	120	100

EMPLOYMENT STATUS		
Permanent	86	71.7
Temporary	34	28.3
TOTAL	120	100

Field survey, 2021

The table reveals the gender distribution of the respondents. It is shown that 47.5% of the respondents are male while 52.5% of the respondents are females. This implies that majority of the respondents are female.

The table above shows the age distribution of the respondents. 38.1% of the respondents were 21-30 years of age, 18.6% of the respondents were 31-40 years of age, 30.5% of the respondents were 41-50 years of age and 12.7% of the respondents were 51 years and above. This shows that majority of the respondents are aged between 21 and 30 years

The table above reveals 40.8% of the respondents are single, 25.8% of the respondents are married, 10.8% of the respondents are divorced, 13.3% of the respondents are widows while 9.2% of the respondents are separated.

This denotes that majority of the respondents are single

From the table above, 22.5% are MSC certificate holders, 16.7% are MBA certificate holders, 32.5% are BSC certificate holders, 7.5% are OND/HND certificate holders, another 7.5% are SSCE certificate holders and 13.3% are PHD certificate holders. This connotes that most of the respondents are B.Sc. holders.

The table above reveals 15% of the respondents work in the accounting department, 12.5% work in the human resources department (HRM), 23.3% work in the marketing department, 6.7% work in the sales department and 42.5% of the respondents work in other departments. The result shows that other department consist the largest department

The table above reveals that 34.2% of the respondents have worked with the company for less than five years, 36.7% have worked there for 6-11

years and 29.2% have worked there for more than 11 years. This shows that most of the respondents have worked for 6-11 years.

The table above indicates the following, 31.7% are junior staffs, 15% are management staff and 53.3% are senior staffs in the company. This implies that majority of the respondents are senior staffs in their departments. The table above indicates the following, 28.3% are on temporal employment and 71.7% are permanently employed in the company. This signifies that there are more permanent staffs.

4.2 ANALYSIS OF RESEARCH QUESTIONS

SECTION B: ANALYSIS BASED ON RESEARCH QUESTIONS: FACTORS THAT HELP MOTIVATE THE WORKERS IN TERMS OF ENVIRONMENT.

Table 4.2.1: Which factor helped to motivate the employees in terms of environment?

	Frequency	Percentage
Leadership style	34	28.3
Reward system	30	25.0
Organizational climate	30	25.0
Structure of the work	26	21.7
TOTAL	120	100

Field survey, 2021

The table above shows the opinion of my respondents, 21.7% chose structure of work, 28.3 chose leadership style, 25% chose reward system and 25% selected organizational climate. According to the data, leadership style helps to motivate the employees in term of environment.

Table 4.2.2: The factors that help motivate the employees in terms of the environment has helped to inspire the employees.

	Frequency	Percentage
Yes	114	95.0
No	6	5.0
TOTAL	120	100

Field Survey, 2021

The table above shows the opinion of my respondents, 95% of the respondents agreed and 5% of the respondents disagreed. This insinuates that more than majority of the respondents agreed on the factors that has helped to inspire employees.

Table 4.2.3: Has motivation helped the employees in any way?

	Frequency	Percentage
Yes	78	65.0
No	42	35.0
TOTAL	120	100

Field Survey, 2021

The table above shows the opinion of my respondents, 65% of the respondents agree that motivation has helped the employees, while 35% of the respondents disagreed. This means that more than half of the respondents agree that motivation has helped them.

Table 4.2.4: Which of the forces of motivation has helped?

	Frequency	Percentage
Intrinsic	62	51.7
Extrinsic	52	43.3
None	6	5

TOTAL	120	100
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Field Survey, 2021

The table above shows the opinion of my respondents, 43.3 % believe the extrinsic forces of motivation has helped, 51.7% of the respondents believed the intrinsic forces of motivation has helped, while 5% believed none of forces has helped.

SECTION C: MOTIVATION PACKAGES THAT ARE BEING USED RELATING TO FINANCIAL BENEFITS.

Table 4.2.5: How are employees compensated for motivational purposes?

	Frequency	Percentage
Increase in salary	36	30.0
Bonuses	64	53.3
Vacations	20	16.7
TOTAL	120	100

Field Survey, 2021

The table above shows the opinion of my respondents, 53.3% of the respondents believes bonuses are a form of compensation for motivational purposes, 30% believe increase in salary serves as compensation for motivational purposes while 16.7% believe vacation can also serve as compensation for motivational purposes. This implies that bonuses are a good form of compensation.

Table 4.2.6: Does the packages increase the productivity of the workers?

	Frequency	Percentage
Yes	87	72.5

No	33	27.5
TOTAL	120	100

Field Survey, 2021

The table above shows the opinion of my respondents, 72.5% of the respondents agree that the packages increase productivity, while 27.5% of the respondent disagrees. This signifies that the packages increase productivity.

Table 4.2.7: Which form of motivation is more common in the organization?

	Frequency	Percentage
Intrinsic	83	69.2
Extrinsic	37	30.8
TOTAL	120	100

Field Survey, 2021

The table above shows the opinion of my respondents, 69.2% of the respondents were of the opinion that the intrinsic form of motivation is common in the organization, while 30.8% believed the extrinsic form of motivation is common in the organization. This implies that intrinsic is more common.

Table 4.2.8: Are the benefits meaningful to the employee's needs?

	Frequency	Percentage
Yes	114	95.0
No	6	5.0
TOTAL	120	100

Field Survey, 2021

The table above shows the opinion of my respondents, 95% of the respondents agreed that the benefits were meaningful, while 5% disagreed. This connotes that employees enjoy the benefits.

SECTION D

RELATIONSHIP BETWEEN THE SUPERIORS AND SUBORDINATE AFFECTS PRODUCTIVITY IN GLOBACOM LIMITED

Table 4.2.8: Does the relationship between superior and subordinate affect industry performance?

	Frequency	Percentage
Yes	65	54.2
No	55	45.8
TOTAL	120	100

Field Survey, 2021

The table above shows the opinion of my respondents, 45.8% disagreed and 54.2% agreed. This implies that the relationship affects productivity in both positive and negative ways.

Table 4.2.9: Does relationship between the superior and subordinate change?

	Frequency	Percentage
Yes	55	45.8
No	65	54.2
TOTAL	120	100

Field Survey, 2021

The table above shows the opinion of my respondents, 54.2% agreed, 45.8 disagreed. This signifies that the relationship changes constantly as change is inevitable and it can be right or wrong.

Table 4.2.10: In which area has the relationship between them helped productivity?

	Frequency	Percentage
Communication	37	30.8
Assessments	14	11.7
Rewards	19	15.8
Teamwork	45	37.5
None	5	4.2
TOTAL	120	100

Field Survey, 2021

The table above shows the opinion of my respondents, 37.5% chose teamwork, 15.8% chose reward, 11.7% chose assessments, 30.8% chose communication. This infers that teamwork is important to improve productivity.

Table 4.2.11: Has the relationship between the superior and subordinate affected the productivity of every individual in the organization?

	Frequency	Percentage
Yes	55	45.8
No	65	54.2
TOTAL	120	100

Field Survey, 2021

The table above shows the opinion of my respondents, 54.2% of the respondents disagreed, while 45.8% agreed. This implies that relationship between superior and sub-ordinate has no effect on productivity.

4.3 HYPOTHESES TESTING.

Table 4.3.1: Hypothesis One:

H₀: Working environment does not significantly affect job productivity.

H₁: Working environment significantly affect job productivity.

Correlations

			Working environment	Job productivity
Spearman's rho	Working environment	Correlation coefficient	1.000	0.715**
		Sig (2-tailed)		.000
	Job productivity	Correlation coefficient	0.715**	1.000
		Sig (2-tailed)	.000	
		N	120	120

Source: Field Survey 2021

The result above indicated that there is a strong positive correlation between working environment and job productivity with correlation coefficient “r” being 0.715. Therefore, the relationship or association

between the work environment and employees' efficiency is strong which means a favorable work environment will increase job productivity and vice versa. Also, the significant value (sig 2- tailed) "0.00" is lower than the p-value (p-value = 0.05). This implies that the strong relationship observed between the two variables is significant. Hence, null hypothesis is rejected, while alternative hypothesis is accepted. That is, there is a significant relationship between relationship working environment and job productivity.

4.3.2: Hypothesis Two

Ho: Financial benefits have no significant effect on employees' motivation

H1: Financial benefits have significant effect on employees' motivation.

Correlations

			Financial benefits	Employees' motivation
Spearman's rho	Financial benefits	Correlation coefficient	1.000	.904**
		Sig (2-tailed)		.000
	Employees' motivation	Correlation coefficient	.904**	1.000
		Sig (2-tailed)	.000	
		N	120	120

Source: Field Survey 2021

Similarly, researcher examined whether there is significant relationship between financial benefits and employees' motivation. The result above indicated that there is a very strong positive correlation between financial benefits and employees' motivation. The coefficient "r" is 0.904 and the significant value (sig 2- tailed) "0.000" which is lower than the p-value (p-value = 0.05) and this indicated a significant strong positive correlation. On this basis, null hypothesis is rejected, while alternative hypothesis is accepted. The findings indicate that the financial benefits like increase salary/wages, bonuses and incentives had strong influence on employees' motivation.

4.3.3 Hypothesis Three

H₀: There is no significant relationship between superior and sub-ordinate productivity in Globacom limited

H₁: There is significant relationship between superior and sub-ordinate productivity in Globacom limited

Correlations

			Superior productivity	Sub-ordinate productivity
Spearman	Superior productivity	Correlation coefficient	1.000	.885**
		Sig (2-tailed)		.000
	Sub-ordinate productivity	Correlation coefficient	.885**	1.000
		Sig (2-tailed)	.000	

		N	120	120
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Source: Field Survey 2021

This hypothesis was intended to verify whether there is a significant relationship between the superior and sub-ordinate productivity in Globacom limited. The above table showed the result of Spearman’s correlation and it indicated that there is a strong positive correlation between superior productivity and sub-ordinate productivity as the correlation coefficient “r” was 0.885. The significant value of the relationship was “0.00” at 5% level of significance. That shows that the higher the superior productivity in the workplace, the higher its subordinate productivity as well and vice versa. Alternative hypothesis is then accepted and null hypothesis is rejected.

4.3 DISCUSSION OF FINDINGS

Motivation and productivity are linked together. The long-held proverb in administration circles that well-motivated employees who has been given enough benefits will give his or her best to produce maximally and has recently come under heavy valuation (Solomon, Hashim, Mehdi and Ajagbe, 2012). arguments have been brought forward range from those who argue that money is not an effective means of increasing productivity, to those who believe that job security and non-fiscal rewards are better effective as a means on encouragement in an effort to increase productivity, (Popoola,2013).

However, this study found that employees are more motivated by higher pay, good leadership styles while they are easily demotivated by an unfit reward system. This study is of the opinion that higher rewards will lead to enhanced motivation which will make impending high productivity a possibility which is in agreement with the positions adopted by Mbah and

Ekechukwu (2016). According to Nel (2011), intrinsic incentives such as acknowledgement, input, opportunities lead workers to greater productivity and motivation than extrinsic rewards like salary. This study sought to determine the effect of motivation on employees' productivity in telecommunication industry. The study collected data from 120 staff members of Globacom Limited, Lagos, Nigeria. The Sociodemographic statistics collected showed that female respondents (52.5%) are slightly higher than their male counterpart. Greater proportion of the respondents fall below the age of 21-30years, this implies that most of the staff of Globacom limited are youthful and full of energy, which might be since older staff are being laid off or they are leaving for greener pastures.

Over Eighty-five percent of the respondents have minimum of University degree or its equivalent with sizeable of them having postgraduate degrees. This implies that the respondents are well knowledgeable and learned, therefore, information supplied by them can be confidently said to be reliable. Also, about 80% of the respondents belong to senior, administrative, or management staff categories. Also, Ngui, Mukulu and Gachunga (2014), established that both financial and non-financial rewards can combine to enhance firm productivity, which is consonance with the overall findings of this study. Also, the data made us realize that intrinsic forces of motivation has helped in motivating employees. In this study the data made it clear that they are various ways employees are compensated for motivational purposes and it can be in form of salary increase, bonuses, vacations etc.

However, the research data made it known that the relationship between superiors and subordinate exist in the organization and it affects the organizations performance. Also, this relationship changes from time to time and these changes may affect communication in the organization and

also affects work relationship between both parties. This existing relationship has helped improve productivity in the organization.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

This section entails summary, conclusion and recommendation for the effect of motivation on employees' productivity in an organization.

5.2 SUMMARY

This study focused on the effect of motivation on employees' productivity in Globacom limited. The study adopted a descriptive design aimed at assessing the effect of motivation on employees' productivity among 120 responses of Globacom Limited. The study reviewed extensive literature on the concept, under the study and pinned the theories of motivation (Maslow's hierarchy of Needs theory, Herzberg's Two Factor theory, McGregor's Theory X and Theory Y and McClelland's learned theory). The study setting was Globacom Limited, Lagos State. Self-administered questionnaire with the use of Google forms was administered to the respondents. The research focused on three objectives, comprising;

- i. Analyze and identify the factors that help motivate workers in terms of environment,
- ii. To examine the effect of financial motivation packages that are being used to motivate employees.
- iii. Determine how the relationship between the superiors and subordinate affects productivity in Globacom limited.

Based on the above stated objectives and the study carried out, the following findings were made:

- i. Globacom motivates its employees and has various methods of doing so. This has helped in boosting the employee's morale and increase companies' productivity.

- ii. The intrinsic forms of motivation are been used in the company as form of motivating its employees.
- iii. The relationship between superior and subordinate exists in the organization and this relationship changes from time to time. Also, the existing relationship has helped has helped improve the productivity of Globacom.
- iv. The reward system of Globacom is good and captivating according to the responses gathered
- v. The relationship among the superior and sub-ordinate affects productivity.
- vi. Employees are always ready to move whenever they get a better offer with improved incentives and better satisfaction.
- vii. Leadership styles, Organizational climate and Reward system has proved to motivate the employees in terms of environment.

5.3 CONCLUSION

The main purpose of this study was to assess the effect of motivation on employees' productivity in an organization Globacom limited. The staffs of Globacom were selected for the study. Three research questions guided the study and they are as follows:

- How does working environment as a factor motivate workers?
- What effect does the financial motivation packages that are being used motivate workers?
- To which extent does poor relationship between superiors and sub-ordinate affect workers' productivity in Globacom limited?

In this study, a survey research design was adopted, the population comprises of staffs members of Globacom limited and a questionnaire was the instrument for data collection. Relevant literatures were reviewed

which guided the objectives and methodology of this study. As result of the field study and analysis of results, the following findings were made: Globacom is committed to motivating its workers and use a variety of approaches to accomplish so. This has assisted in improving employee morale and increasing the productivity of businesses in the process. When it comes to inspiring workers, the intrinsic sources of motivation are being utilized by the business. In any organization, there is a connection between a superior and a subordinate, and this relationship shifts and evolves from time to time. Additionally, the existing connection has aided in the improvement of Globacom's overall productivity.

5.4 RECOMMENDATION

Based on the findings of this study, the following recommendations are made:

- i. Globacom should investigate other kinds of motivation and put them to use in order to determine whether or not they are effective in inspiring workers.
- ii. The study further recommends that organizations should continue providing benefits to all employees not withstanding their status as it will influence productivity
- iii. Additionally, they should investigate different incentive packages to utilize in paying the workers, since this will encourage the employees to work even more diligently.
- iv. Adequate training in terms of seminar and workshop should be organized for all staffs to update their knowledge, motivate and increase productivity.
- v. Appreciation, Comprehension and Recognition for a job well-done should be considered as a means of high esteem and it will boost their morale motivate them to do better.

- vi. In addition, the organization should plan corporate getaways for its employees to enjoy. Additionally, this retreat helps to strengthen the connection between superiors and subordinates in the business and provides an opportunity to evaluate the overall performance of the organization.
- vii. Awards and recognitions should be given to those workers who are deemed to be excellent team players.
- viii. Awards and honours should be given to team and units and individual glorification should be discouraged.

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QUESTIONNAIRE.

EFFECTS OF MOTIVATION ON EMPLOYEES' PRODUCTIVITY IN A TELECOMMUNICATION INDUSTRY: A STUDY OF GLOBACOM LIMITED

Dear Respondent,

I am a final year student of Mountain Top University. I am writing a project on the above-named topic in partial fulfilment of the requirements for the award of Bachelor of Science degree in Business Administration. I will appreciate if the questionnaire is completed to the best of your knowledge with utmost sincerity to achieve credible results. The information provided will only be used for academic purpose, and will be treated with utmost confidentiality.

Please answer the following questions by ticking the one you consider most appropriate among the alternatives.

Thank you for your sincere cooperation.

Yours faithfully,

Obazele Precious.

SECTION A.

RESPONDENTS PROFILE

1. Gender : Male () Female ()
2. Age : 21-30 () 31-40 () 41-50 () 51 and above ()
3. Marital status : Single () Married () Divorced () Widow ()
Separated ()

4. Qualification: SSCE () OND () HND () BSc () MBA () MSc ()
PhD ()
5. Unit : Acct () HRM () Marketing () Sales () Others ()
6. Length of service: less than 5 years () 6-10 years () 11 years and
above ()
7. Level: Senior staff () Junior staff () Management staff ()
8. Employment status: Permanent () Temporary ()

SECTION B

FACTORS THAT HELP MOTIVATE THE WORKERS IN TERMS OF ENVIRONMENT

1. Which factors have helped to motivate the employees in term of environment?
a) leadership style b) the reward system c) the organizational climate d) the structure of the work.
2. The factors that help motivate the employees in terms of the environment has helped to inspire the employees. (Yes / No)?
3. Has motivation helped the employees in any way (Yes/ No)?
4. If Yes in what way(s).....
5. In what area do you think motivation is needed in the environment?
a) Individual b) Occupational c)Team d) Organization e) Others
6. If others, what areas.....
7. Which of the forces of motivation have helped?
a) Intrinsic b) Extrinsic c) none

SECTION C

MOTIVATION PACKAGES THAT ARE BEING USED RELATING TO FINANCIAL BENEFITS.

1. How are employees compensated for motivational purposes?
 a) Increase in salary b) Bonuses c) Vacations d) Leaves e) Promotions
2. Do they appreciate the packages given? Yes / no
3. If Yes in what ways.....
4. Does the packages increase the productivity of the workers? (Yes / No)
5. If Yes in what areas.....
6. Which form of motivation is more common in the organization?
 a) Intrinsic b) Extrinsic
7. Are the benefits meaningful to the employee's needs? (Yes / No)

SECTION D

RELATIONSHIP BETWEEN THE SUPERIORS AND SUB-ORDINATE AFFECTS PRODUCTIVITY IN GLOBACOM LIMITED.

1. Does the relationship between superior and subordinate affect productivity in the industry. (Yes / No)
2. If Yes what way.....
3. Does the relationship between the superior and subordinate change. (Yes /No)
4. If Yes in what areas or ways
5. In which areas has the relationship between them helped productivity?
 a) Communication b) Assessments c) Rewards d) Teamwork e) None
6. Has the relationship between the superiors and subordinate affected the productivity of every individual in the organisation? (Yes/ No).
7. If Yes in what areas.....