

THE EFFECT OF MOTIVATION ON EMPLOYEE PRODUCTIVITY, STUDY OF NIGERIAN BOTTLING COMPANY AND 7UP COMPANY ENUGU

AGA, Celestina C.

Department of Management

Faculty of Business Administration, University of Nigeria Enugu Campus

MBAH, Paulinus Chigozie

Department of Business Administration, Faculty of Management Sciences

Enugu State University of Science and Technology, Enugu, Nigeria

OKAFOR, Sandra Ijeoma

Department of Business Administration, Faculty of Management Sciences

Enugu State University of Science and Technology, Enugu, Nigeria

Abstract

This study titled, “The Effect of Motivation on Employee Productivity: A case study of Nigerian Bottling Company and 7UP Company”. Specially, it sought to determine the following to: Determine the role motivation play for higher yield of outcome in our organization. Ascertain the application of the motivational techniques by organizations concerned. Evaluate the problem inhibiting the success of the employee’s motivation in the organization. The methodology adopted is questionnaire that made use of primary data, oral interview and secondary data. Out of a population of 800 staff, 267 staff was sampled. The sample size of 267 was chosen after applying the Taro Yamane’s statistical distribution formula for the determination of adequate sample size. Out of staff sample 240 staff returned the questionnaire and accurately filled. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.92 which was also good. The tables were presented using mean score (Any item with a mean score of 2.5 and above agrees with the statement while any item with a mean score below 2.5 indicated disagreed.) and standard deviation and the hypotheses were analyzed using f -statistic (ANOVA) tool. The result showed that the role motivation play has positive effect for higher yield of outcome in our organization. $f(n = 260) = 193.978$, $P < 0.05$; The application of the motivational techniques has positive effect on the organizations concerned $f(n = 260) = 172.061$, $P < 0.05$; The problem inhibiting the success of the employee’s motivation has positive effect on the organization $f(n = 260) = 128.480$, $P < 0.05$. The study concluded by noting that motivation of employee in an organization is very unique and it equally yields a positive outcome of productivity when applied. The study recommended that understanding of motivation help us to try and increase our own and others motivation. Motivation is an important factor in any kind of interaction or transaction. It helps employee to take the next step and compute their tasks successfully.

Keywords: Motivation, Employee Productivity, Nigerian Bottling Company, 7up Company.

Introduction

In management and other behavioural science literatures, motivation ranks among one of the most widely and often discussed concepts. This also applies in practical organization situation. Irrespective of this great awareness, the concept of work motivation still pose theoretical and practical problems both to academics and practioners alike in organizational situation. The structure of an organization designed without human activities are mere skeletons. It is humans that breathe life into the organization and bring about its profitable exploration of its activities (Johnnis and Nwasike, 2002). Given this therefore, it will be out of place to say the survival or failure of an organization, though a multi variable function depends to a great extent on the human element. If this is the case, in every organized and formal organization, conscious and concerted efforts are made to ensure that high profile personnel are attracted into the organization in addition to other organizational resources, in pursuance of the organizations predetermined goals.

Motivation takes many types in respective organizations. It may be materials or immaterial. It is material when the workers receives tangible things from management to encourage him perform creditably. It may be end-of-year gifts or lumps sum attached to innovative ideas and ingenuity. It is immaterial when the worker is orally appreciated and encouraged. According to Thomas (2012), motivation whichever form it takes, the worker belongs and feels quite part of the organization.

This study is necessitated by the fact that in large organization systems as Nigeria Bottling Company and 7up Company of Enugu State, Nigeria, there are many workers who may be tempted to be loose at work and coordination may be hectic. If the worker feels not appreciated, they may probably hide under the cover of the organization and fail to perform. Motivation here helps to bring the worker's abilities out, making him to contribute spontaneously to the growth of the organization.

However, Gardner and Lambert (2002), recognizes that in order to achieve goals, individuals must be sufficiently and energetic, must have a clear focus on what is to be achieved, and must be willing to commit their energy for a long enough period of time to realize their aim. Since the leading function of management involves influencing others to work toward organizational goals, say Seligma and Martin (2000), and motivation is an important aspect of that function. The seminar evaluates the effect of motivation on employee productivity.

STATEMENT OF PROBLEM

Workers leave organization due to the fact that they are not motivated enough, some are not willing to leave because in terms of promotion which leads to increase in salaries and wages, bonuses and some other incentives. Organizations must improve the work performance, productivity, skills and ability of its employees. The problem is how to motivate workers to achieving higher productivity in Nigerian Bottling Company and 7UP Company Enugu.

In view of the negative consequences on productivity from workers as a result of poor motivation, the study therefore will attempt to look at the effects of motivation on employee productivity. It is aimed at seeing how motivation could be a strategic planning tool in achieving organizational objectives. The study will therefore provide answers to the following research questions in an attempt to provide solution to the above problem.

- i. What role does motivation play for higher yield of outcome in our organization?
- ii. How does the application of motivational techniques affect organizational productivity?
- iii. What kind of problem inhibits the success of employee's motivation in an organization?

Objective of the Study

This study is aimed at understanding the effect of motivation on employee productivity. Specially, it sought to determine the following to:

- i. Determine the role motivation play for higher yield of outcome in our organization.
- ii. Ascertain the application of the motivational techniques by organizations concerned.
- iii. Evaluate the problem inhibiting the success of the employee's motivation in the organization.

Statement of Hypotheses

- i. The role motivation play has positive effect for higher yield of outcome in our organization.
- ii. The application of the motivational techniques has positive effect on the organizations concerned.
- iii. The problem inhibiting the success of the employee's motivation has positive effect on the organization.

Literature review

Employee motivation and productivity can be enhanced and improved by creating a work environment that maximizes the factors that affect performance. These factors are simple to

understand, easy to measure and can add tremendous value to any organization that is willing to implement them.

Conceptualization: Motivation and Employee Productivity

Motivation is a person's internal disposition to be concerned with how to approach positive incentives and avoid negative incentives. That is to say, it is a set of energetic force that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration (Pinder, 2008). It can be considered a driving force; a psychological one that compels or reinforces an action towards a desired goal. For example hunger is a motivation that elicits desires to eat. Motivation is the purpose or psychological cause of an action, Schater and Daniel (2011).

Another interesting definition of motivation is that it is an inner drive to behave or act in a certain manner. It's the difference between waking up before dawn to pound the pavement and lazing around the house all day. These inner conditions such as wishes, desires, goals, activate to move in a particular direction in behavior. Motivator is a powerful tool in the work environment that can lead employees working at their most efficient levels of production, (Stermmetz 1983).

Productivity

Productivity is a measure relating a quantity or quality of output to the inputs required to produce it. It is the ratio of output to inputs in production; it is an average measure of the efficiency of production, which simply is the capability to create incomes which is measured by the formula real output value minus real input value. Productivity is a crucial factor in 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 helps businesses to be more profitable. OECD (2002).

Importance of Motivation for Employee

Motivation is very important for an organization because of the following benefits it provides: These can be brought together into the following headings, putting human resources into action. Improves level of efficiency of employees, leads to achievement of organizational goals, building friendly relationship and finally leads to stability of workforce. Moreover, motivation is an internal feeling which can be understood only by managers since

he is in close contact with his employees. Need, wants and desires are inter-related and they are the driving force to act. These needs can be understood by the managers and he can frame motivation plans accordingly. Therefore, motivation is a continuous process since motivation proof is based on needs which are unlimited. The process has to be continued throughout.

According to Luthans (1998) virtually all people – practitioners and scholars today have their own definition of motivation. He noted that of all definitions, at least one or more of the following words are included in the definitions; desire, wants, wishes, aims, goals, needs, drives, motivations and incentives. Closely related to Luthans definition, is that of Johnnie (2002) which sees motivation as the use of any instrument which causes, channels and sustains people's behavior. He further asserts that anything that propels impels or energises an individual behave in a particular way is motivation.

From the forgoing definitions, motivation helps I self-development of individual. It makes an individual gain ground by working with a dynamic team, help an individual achieve his personal goals and when an individual is motivated, he or she will have job satisfaction. In addition, motivation will lead to an optimistic and challenging attitude at workplace, the more motivated employees are, the more empowered the team is, thereby leading ton more profit and success in the business. Motivating your employee is vital to any business. A motivated workforce means a highly productive staff, all of which will help you achieve your business goals. Employees are motivated, this increase productivity, lowers turnover, and improves overall performance. (www.americasjobexchange.com)

Applications of Motivation

Organizational reward systems

Rewards can be either tangible or intangible. Organizational reward system has a significant impact on employees' level of motivation. Various forms of pay, such as salary, commissions, bonuses, employee ownership programs and various types of profit or gain sharing programs, are tangible reward (Streelton, Hugh, Orchard Lionel 1994). Praise and recognition are intangible rewards. It has the greatest impact when they soon follow the desired behavior are closely tied to the performance. Moreover, other forms of intangible performance include status symbols, such as corner office and increased autonomy and freedom. Increased autonomy demonstrates trust in an employee, may decrease stress and improve job satisfaction and also improve retention. Robert Bosch, founder of the world's largest automobile parts suppliers said. "I do not pay good wages because I have a lot of

money; I have a lot of money because I pay good wages”. If you want motivated, high productive employees, you have to pay such people according to their ability and performance. Good employees are motivated by more than just good wage, but never allow low wages to be the edge a competitor can use to steal away your best people.

Motivation through design of work

There are multiple ways an organization can leverage job design principles to increase motivation; they include humanistic approach, the job characteristics approach, and the interdisciplinary approach (Streethon, Hugh, Orchard Lionel 1994). In humanistic approach, job rotation and job enrichment are used. Job rotation allows employees to switch to different jobs which allow them to learn new skills and provides them with greater variety. According to Jex and Brit in Streeton, Hugh, orchard, Lionel 1994), they said that job rotation would be most effective for simple jobs that can become mundane and boring over time. While job enrichment is focused on leveraging those aspects of jobs that are labeled motivators, such as control, intellectual challenge, and creativity.

Job characteristics approach is based on how core dimensions effect motivation. These dimensions include autonomy, variety; process of designing work so as to enhance individual motivation to perform the work is job enrichment. In addition, the interdisciplinary approach motivation through design of work is one of the most recent approaches. It is based on the use of careful assessment of current job design; followed by a cost/benefit analysis and finally changes based on the area in which a job is lacking Jex, S.M. and Britt, T.W. (2008).

Types of Motivation

There are many different forms of motivation each one influences behavior in its own unique way. As earlier stated, that no single type of motivation works for everyone. People’s personalities vary and so accordingly does the type of motivation, that is most effective at inspiring their conduct.

Incentive: A form of motivation that involves rewards both money and non-monetary is often called incentive motivation. Bonuses and promotions are good example of incentive motivation.

Fear: This type of motivation is often used when incentive motivation fails. In business style of motivation often referred to as the “Carrot and Stick,” incentive is the carrot and fear is the stick.

Before building a motivational strategy, the first step you need to take is to understand what motivates your employees? What drives them to their peak performance? Note that not same thing will motivate every employee. Focusing on a list key motivating programs can help. Your plan can include everything from monetary incentives, rewards and recognitions, building programme that support work-life balance, to simply creating a fun, relaxed office environment. The opportunities are endless and the reward substantial.

Setting a positive tone, begins from the top and trickles down, its your job to inspire your employees to have a creative a positive environment. This can be accomplished by employing simple techniques of asking your receptionist to greet everyone with a smile, and encouraging employees to express their ideas openly. The importance of employee motivation cannot be down-played. Intimately, the form of fear motivate is commonly used to motivate employees and students.

Achievement

This motivational type encourages competency. It is driven to achieve goals and tackle new challenges. It also helps in the improvement of skills and proves our competing both to others and to ourselves. Generally speaking, this feeling of accomplishment and achievement is intrinsic in nature. There are certain circumstance that motivates our achievement which are involvement in external recognition, receiving of positive feedback from both our peers and our supervisors. This includes an award to a simple pat on the back for a job well done.

Growth

A burning desire to increase our knowledge of ourselves and of the outside world can be a very strong form of motivation. Motivator for growth can be seen in our yearning for change. Many of us are wired by our personality or upbringing to constantly seek a change in either our external or internal environment or knowledge. Note Stagnation is both negative and undesirable.

Power

Power motivation, takes the form of a desire for autonomy or other desire to control others around us. This is a situation one will want to have choices and control over our own lives. The desire to control is stronger in some people than others. In some cases, the craving for power induces people to harmful, immoral, or illegal behavior. In other situation, the longing for power, is merely a desire to affect the behavior of others.

Social

Many people are motivated by social factors. This may be a desire to belong and to be accepted by a specific peer group or a desire to relate to the people in our sphere or in the large world. It is also an innate need feel a connection with others as well as the need for acceptance and affiliation. Moreover, social motivation is a genuine and passionate desire to contribute and make a difference in the lives of others.

The real importance of understanding the different types of motivation is in our ability to determine which form of motivation is the most effective for inspiring the desired behavior in either others or ourselves. None of these styles of motivation is inherently good or bad, the positive or negative outcome is truly determined by the way there are used.

The relationship between employees motivation and Productivity

Motivation and productivity are twin concepts in an organizational development. Motivation works as the means toward attaining productivity as an end. Moreover, motivation is the best cause to reach productivity as favorable effect. In addition, motivation is the stimulus to trigger productivity as a response. An employee needs motivation just as pieces of equipment need fuel and operators. When workers are ensured highly optimum working condition, in turn, it will lead to optimum productivity. There is no doubt that productivity heavily relies on motivation. If motivation is structured well and implemented, an organisation realizes great profits and improvement, (Wemer, 2000). If employees are motivated, they remain happy, and work towards achieving organizational goals.

Moreover, according to Bruce, (2006) motivation as a predisposition to behave in a specific manner that ensures attainment of specific goal, also as an inner forces drive, or intense willingness that pushes an individual to accomplish both personal and organizational goals and productivity which is referred to the overall output produced after labour is applied, there will be positive impacts in the organization's output.

Factors That Affects Productively

The factors affecting labour productivity or the performance of individual work roles are broadly the same type of those that affect the performance of manufacturing firms as a whole. They include: (1) physical organic, location and technological factors (2) cultural belief – value and individual attitudinal, motivational and behavioural factors. (3) International influences e.g. levels of innovativeness and efficiency on the part of the owners and managers of inward investing foreign companies. (4) Managerial – organizational and wider economic

and political – legal environments. (5) Levels of flexibility in internal labour markets and the organization of work activities eg the presence of absence of traditional craft demarcation lines and barriers to occupational entry; and (6) Individual rewards and payment systems, and the effectiveness personnel managers and others in recruiting, training, communicating with, and performance – motivating employees on the basis of pay and other incentives. (A Survey of Factors affecting growth and performance 2003).

Factors Affecting Employee Motivation

1. Appreciative and Recognition: The deepest desire in human nature is to be appreciated. According to William James, it does not matter how much you pay someone, everyone wants to know that their efforts are being seen and appreciated, especially by their manager.

2. Good working Condition: To get the most out of employees, help them take pride in their workspace, even if it is only a cubicle or work station. At the minimum, you must offer a safe, clean and sanitary work site. Allow staff or workers to personalize their own work sites with photos or small trinkets so they will feel like they have a place that belongs solely to them.

3. Being part of a Team: According to Vice Combardi, once remarked “Individual Commitment to group effort – that is what makes a team work, a society work and company work.” Organizations can harness these natural human desires by aligning employee efforts to achieve goals that are mutually beneficial to both the organization and its employee.

4. Help with personal Problems: Employer need to have open lines of honest communications so that employees can feel encouraged to ask for help and then be directed to their human resources department or their employee assistance. Smart managers know that it is their job to recognize when one of their employees is having personal problems that are affecting their job performance.

5. Good wages: This has a lot of roll to play in increase productivity. According to Robert Bosh, founder of the world’s largest automobile parts supplier, said, “I do not pay good wages because I have a lot of money; I have a lot of money because I pay good wages.” Good employees are motivated by more than just good wages, but never allow low wages to be the wedge a competitor can use to steal away your best workers.

6. Interesting work: To maximize employee performance, find out what employees like about their jobs and try to add more tasks that align with their natural interest and talent.

7. Feeling involved in the work process: When workers are involved in work process, they are much more likely to follow it than one simply imposed upon them by an outside expert. Recognize that the workers doing the job have the knowledge of how things can be done better.

8 Achievement: Awards and prizes can serve as a great motivator to harness the power of healthy competition. It is always better to use rewards that are meaningful and inspiring. When an employee exceeds your expectations, then make sure you recognize their achievements. These awards and prizes serves as fond reminders of a wonderful career.

9. Job Security: Here, when a worker is being recognized in already existing job he or she is occupying, the person or individual feels secured. Many people prefer to be part of a large organization and can be more productive when they get to focus on doing their job instead of worrying about developing a business plan or marketing strategy.

10. Increased Responsibility: This is a situation whereby workers want a chance to take on more responsibility and add more value to the organization. When there is an increased responsibility, this will lead to opportunities for training and this will equip employees with the skills and tools they will need to advance in their career.

Models and Theories on Motivations

In order to better understand the implications of these elements for managers, we explore the respective theories. Generally speaking, there are two major approaches the “Content Theories and Process Theories”. (Ivancench and Matteson 2002 and Robins and Judge, 2009). But at the cause of this seminar, these theories can be divided into four broad categories of need based, cognitive process, behavioural and job based. (Jex and Brilt 2008). We have to beginning with need theory.

Need-Based Theories (Abraham Maslow Hierarchy of Needs)

Need-based theories of motivation focus on an employee’s drive to satisfy a variety of needs through their work. These needs range from basic physiological need for survival to higher pschoemotional needs like belonging and self-actualization. Bob (2011) explains that one of the most widely known theories of motivation is the hierarchy of needs theory developed by psychologist Abraham Maslow and popularized during the early 1960. According to this hierarchy, our first need is for survival, so we concentrate on basic physiological needs, such as food, water, and shelter, until we feel fairly sure that these needs are covered. The next level of need in the hierarchy is safety, which could be interpreted to mean adequate housing

or living in a safe neighborhood. The next three level in Maslow’s theory relate to intellectual and psychoemotional needs: Love and belonging, esteem (which refers to competence and mastery), and finally the highest order need, self-actualization.

Potential needs fulfillment of work

Self-actualization	Morality, creativity, problem solving, lack of prejudice, acceptance of facts.
Esteem	Self-esteem, confidence, achievements, respect of others, respect by others.
Love/belonging	Friendship, family, sexual intimacy
Safety	Security of: body, employment, resources, morality, the family, health, property.

Labert, (2012) explains that Maslow recognized that a need might not have to be completely fulfilled before we start directing our attention to the next level in the hierarchy. At same time, he argued that once we have essentially fulfilled a need, that need ceases to be a motivator and we begin to feel tension to fulfill needs at the next level. Although Maslow’s theory is widely known, the workplace it has proven to be poor predictor of employee behavior, (Jex ad Britt 2003). He further theorized that people will not seek to satisfy a higher level need until their lower level needs are met. Finally, individuals often seem to work on satisfying several needs once, even though some needs may be more important than others at a given point in time.

Need for Achievement (David Maclelland)

The need for achievement is theorized to be the most effective employees and leaders in the work place. These individuals strive to achieve their goals and advance in the organization. They tend to dedicated to their work and strive hard to succeed. Such individuals also demonstrate a strong desire for increasing their knowledge and for feedback on their performance, often in the form of performance appraisal (Jax and Britt, 2008). This need for achievement is also acquire – need, by psychologist David C. McClelland. He argues that our needs are acquired or learned on the basis of our life experiences.

Dandy (2010) says that McChalland’s initial work centered on the need for achievement (nAch), the desire to accomplish challenging tasks and achieve a standard of excellence in one’s work. Individuals with a high nAch typically seek competitive situations in which they can achieve results through their own efforts and can receive relatively immediate feedback

on how they are doing. They like to pursue moderately difficult goals and take calculated risk.

Engelberger, (2004) says that estimates are that only about 10 percent of the U.S. population has a high nAch. Managers who want to motivate higher achievers need to make sure that such individuals have challenging, but reachable, goals that allow relatively immediate feedback about achievement progress. McClelland argues that high nAch individuals may not be motivated by money (because they derive satisfaction mainly from their achievement). Nevertheless, they may place considerable importance on money as a source of feedback on how they are doing. To a lesser extent, McClelland's work has also addressed the need for affiliation (nAff), the desire to maintain warm, friendly relationship with others. To motivate high-nAff individuals, managers need to provide them with a cooperative, supportive work environment in which they can meet both performance expectations and their high affiliation needs by working with others.

Davila et' al (2006) notes that as he studied various needs, McClelland gradually came to view the need for power (nPow) the desire to influence other and control one's environment. Motivating individuals with a high need for institutional power involves giving them opportunities to hold positions that entail organizing the effort of others. McClelland's most recent research indicates that need for achievement may actually be more important than power running small companies or in large, decentralized companies like PeBico, when managers are actually running the equivalent of small companies that must improve and grow in cost-efficient ways. Through training, McClelland has successfully increased individuals' need for achievement. Subsequently, those who were trained received faster promotions and made more money than those not trained. In this type of training, individuals are exposed to tasks involving the achievement of goals, with the situations becoming more challenging as the individuals increase their ability to handle the tasks.

Cognitive Process Theories

Jon Tomas (2011) says that need theories try to identify the internal desires that influence our behavior, but they do not go very far in explaining the thought processes that are involved in contrast, cognitive theories attempt to isolate the thinking patterns that we use in deciding whether or not to behave in a certain ways. Cognitive theories are not necessarily at odds with need theories; rather they look at motivation from different perspective. Because they focus on the thought processes associated with motivate, cognitive theories are sometimes

called process theories. Four major theories that address work motivation are the expectancy, equity, goal-setting and social cognitive theories.

Expectancy Theory

Benson (2011) explains that the expectancy theory of motivation, originally proposed by Victor H. Vroom's Expectancy Theory, an employee will work smarter and/or harder if he believes his additional efforts will lead to valued rewards. Expectancy theory explains this increased output of effort by means of the equation.

$$F = E (\sum 1 \times V).$$

Whereas: F (Effort or motivational force) = Effort the employee will expend to achieve the desired performance.

E (expectancy) = Belief that desired level of performance will result in desired outcome;

V (Valence) = Value of the outcome to the employee (Jex and Britt (2008)).

Thomas (2011) Notes that when we consider effort performance expectancy, we assess the probability that our efforts will lead to the required performance level. Our assessment may include evaluating our abilities, as well as considering the adequacy of contextual factors such as the availability of resources. According to Lawler and Jenkins (1992), Expectancy theory posits employee satisfaction to be an outcome of performance rather than the cause of performance. However, if a pattern is established whereas an employee understands his performance will lead to certain desired rewards, an employee's motivation can be strengthened based on anticipation. If an employee's foresee a high probability that they can successfully carryout a desired behavior, and that their behavior will lead to a valued outcome they will direct their effort towards that end.

Techniques for Motivating Employee

In proposing a motivation scheme for the employee, it is important to recognize this wants (Agbato, 1988). Some of the techniques for motivating the employee on his wants are outlined as follows:

1. Pay: This want helps in satisfying physiological, security and egoistic needs. Employee needs to believe that he is paid a decent living wage, which compares favourable with what is offered in other organization. However, the design of a monetary compensation system is exceedingly complex. Since it seems a satisfy multiple needs and cannot alone motivate the whole person.

2. Security of Job: We are living in the age of automation. Machines are replacing human labour fast; many people lose jobs for this reason. In Nigeria, today, socio-economic problems make both the private/public sectors retrench workers. People no longer have confidence in any sector. This has greatly demoralized an average Nigerian work. To be effectively motivated the employees must be constantly assure of security of his job.

3. Credit for work done: Excellent performance should be rewarded to boost the ego of the employee. This could be verbal praise, monetary, rewards, for suggestions, recognition for years of service, honesty.

4. Opportunity to advance: Most employees want opportunity for personal growth and development so as to be able to reach their greatest potential. Their feeling is influenced by a cultural tradition of freedom and opportunity.

5. Comfortable, safe and attractive environment: The want for good working environment rests upon multiple needs, safety working environment emanates from the security need.

6. Competent and fair leadership: Good leadership ensures that the organization and its job will continue to exist. Moreover, human ego demand that one respect the person from whom orders and directions are to be received. This very frustrating to the subjected personally to a commend from an individual who is deemed unwilling and incompetent.

7. Meaningful job: This wants issue from both need for recognition and achievement. This is a very different want of supply, especially in large organizations where work is divided into minute parts. Here the employee would want his contributions to be recognized and significant.

Symptoms of Poor Motivation

The symptoms of poor motivation are when an employee fills he or she is not given or treated adequately the way she or he deserves in an organizations. This will show through:

1. Dissatisfaction/low morale.
2. Poor quality of work/higher spoilage rates.
3. Higher absenteeism and reductions of product.
4. Deterioration of general co-operation among staff.
5. Obstructive attitude even declining standards of dressing and general conduct.
6. Numerous incidences of industrial disputes and stoppages.

3.0 Methodology

The study based on employee well-being and innovations behavior among staff of manufacturing industries in Enugu State. The area of study comprised two manufacturing firms from Enugu State, Nigeria which include: Nigerian Bottling Company and 7UP Company. These firms were purposely selected because they were certified by Standard Organization of Nigeria (SON). They also have high strength and operate on high ethical standards. The study used the survey approach. The primary sources were personal interview and the administration of questionnaire to the management and staff of the manufacturing industries. Out of a population of 800 staff, 267 staff was sampled. The sample size of 267 was chosen after applying the Taro Yamane’s statistical distribution formula for the determination of adequate sample size. Out of staff sample 240 staff returned the questionnaire and accurately filled. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.92 which was also good. The tables were presented using mean score (Any item with a mean score of 2.5 and above agrees with the statement while any item with a mean score below 2.5 indicated disagreed.) and standard deviation and the hypotheses were analyzed using f-statistic (ANOVA) tool.

4.0 Data Analysis

The tables were presented using mean score and standard deviation

Descriptive Statistics on the role motivation play for higher yield of outcome in our organization

	N	Minimum	Maximum	Mean	Std. Deviation
Motivation propels human resources into action.	240	1	5	3.57	1.364
The level of efficiency of staff is improved in the organization with motivation.	240	2	5	3.87	.854
Motivation help in achieving organizational goals in my company	240	2	5	4.03	.985
The stability of workforce is assured through motivation in my organization	240	1	5	4.04	.872
Valid N (listwise)	240				

From the table, it was agreed that Motivation propels human resources into action with mean score of 3.57 and standard deviation of 1.364, the level of efficiency of staff is improved in the organization with motivation. With mean score of 3.87 and standard deviation of .854, Motivation help in achieving organizational goals in my company with mean score of 4.04 and standard deviation of .985 and the stability of workforce is assured through motivation in my organization with mean score of 4.04 and standard deviation of .875. This implies that motivation play for higher yield of outcome in our organization.

How application of motivational techniques affects organizational productivity.

Descriptive Statistics on how application of motivational techniques affects organizational productivity.

	N	Minimum	Maximum	Mean	Std. Deviation
Motivational techniques facilities the development of employees.	240	1	5	3.40	1.387
Teamwork is empowered by motivational application in my organization.	240	2	5	3.85	.959
Employee individual goals is achieved with motivational help.	240	1	5	3.97	.968
Motivational techniques creates job satisfaction in my organization.	240	2	5	4.00	.887
Valid N (list-wise)	240				

From the table, Motivational techniques facilities the development of employees. With mean score of 3.40 and standard deviation of 1.387, Teamwork is empowered by motivational application in my organization with mean score of 3.85 and standard deviation of .959, Employee individual goals is achieved with motivational help. With mean score of 3.97 and standard deviation of .968 and Motivational techniques creates job satisfaction in my organization. with mean score of 4.00 and standard deviation of .887. It was observed from the table the motivational techniques affects organizational productivity.

**Descriptive Statistics on the problem that inhibits the success of employees’
motivation in an organizational productivity.**

	N	Minimum	Maximum	Mean	Std. Deviation
Lack of appreciation demoralizes in my organization. the employees	240	1	5	3.49	1.357
Poor working conditions makes employees not to be satisfied with their job	240	1	5	3.83	.981
Employee lack of personal commitment to teamwork slowdown production in the organization.	240	1	5	3.82	1.098
Lack of recognition of staff problems affects the organizational productivity.	240	2	5	4.16	.760
Valid N	240				

From the table, Lack of appreciation demoralizes in my organization. the employees with mean score of 3.49 and standard deviation of 1.357, Poor working conditions makes employees not to be satisfied with their job with mean score of 3.83 and standard deviation of .987, Employee lack of personal commitment to teamwork slowdown production in the organization with mean score of 3.82 and standard deviation of 1.098, Lack of recognition of staff problems affects the organizational productivity With mean score of 4.16 and .760. It indicates that problems inhibit the success of employee’s motivation in an organizational productivity in the companies.

Test of hypotheses

Hypotheses One: The role motivation play has positive effect for higher yield of outcome in our organization.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.876 ^a	.768	.764	.20920

a. Predictors: (Constant), MPHR,TLES,TAOG,TSWM

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	33.956	4	8.489	193.978	.000 ^b
1 Residual	10.284	235	.044		
Total	44.241	239			

a. Dependent Variable: TRMHO

b. Predictors: (Constant), MPHR,TLES,TAOG,TSWM

Where:

TRMHO = The role motivation play for higher yield of outcome in our organization

MPHR = Motivation propels human resources into action.

MAOC = Motivation help in achieving organizational goals in my company

EIGM = Employee individual goals is achieved with motivational help.

TSWM = The stability of workforce is assured through motivation in my organization

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.261	.114		11.027	.000
	MPHR	.256	.010	.812	24.675	.000
	MAOC	.223	.016	.453	14.127	.000
	EIGM	.212	.017	.485	12.765	.000
	TSWM	-.013	.016	-.030	-.828	.408

a. Dependent Variable: TRMHO

The R² {R-Squared} which measures the overall goodness of fit of the entire regression, shows the value as .768 and adjusted to .764. This means that R² suggests that the Motivation variables account for 76 percent approximately 76 percent of variation on human resources into action. This indicates that the independent variables explain about 76 percent of the variation in the dependent variable. Which shows goodness of fit?

THE T-TEST

The test is carried out, to check for the individual significance of the variables. Statistically, the t-statistics of the variables under consideration is interpreted based on the following statement of hypotheses.

H0: The individual parameters are not significant.

H1: The individual parameters are significant.

Decision Rule

If t-calculated > t-tabulated, we reject the null hypothesis {H0} and accept the alternative hypothesis {H1}, and if otherwise, we select the null hypothesis {H0} and reject the alternative hypothesis {H1}.

Level of significance = α at 5% = $\frac{0.05}{2} = 0.025$

Degree of freedom: n-k

Where n: sample size.

K: Number of parameter.

$240-4 = 236 = 2.326$

The calculated value for t-test

The t-test is summarized in the table below:

Variables	t-cal	t-tab	Remark
(Constant)	11.027	± 2.326	Significant
MPHR	24.675	± 2.326	Significant
MAOC	14.127	± 2.326	Significant
EIGM	12.765	± 2.326	Significant
TSWM	-.828	± 2.326	Insignificant.

The t-statistics is used to test for individual significance of the estimated parameters. From the table above, we can infer that three parameters were statistically significant; we now agree that Motivation propels human resources into action; Motivation help in achieving organizational goals in my company; Employee individual goals is achieved with motivational help and the stability of workforce is assured through motivation in my organization was insignificant.

F-STATISTICS (ANOVA)

The F-statistics is used to test for simultaneous significance of all the estimated parameters.

The hypothesis is stated;

$$H_0: \beta_1 = \beta_2 = \beta_3 =$$

$$H_1: \beta_1 \neq \beta_2 \neq \beta_3 \neq \beta_4$$

Level of significance: α at 5%

$$\text{Degree of freedom: } \frac{K-1}{N-K} = \frac{3-1}{275-3} = (272, 2) = 2.7858$$

Decision Rule

If the f-calculated is greater than the f-tabulated {f-cal > f-tab} reject the null hypothesis {H₀} that the overall estimate is not significant and if otherwise conclude that the overall estimate is statistically significant.

Decision

From the result, f-calculated {193.978} is greater that the f-tabulated {2.7858}, that is, f-cal > f-tab. Hence, we reject the null hypothesis {H₀} and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that there is positive effect of motivation play for higher yield of outcome in our organization.

Hypothesis Two: The application of the motivational techniques has positive effect on the organizations concerned.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.863 ^a	.745	.741	.23517

a. Predictors: (Constant), MTFD, TWEM, EIGM, MTCS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.062	4	9.516	172.061	.000 ^b
	Residual	12.996	235	.055		
	Total	51.058	239			

a. Dependent Variable: HAMT

b. Predictors: (Constant), MTFD, TWEM, EIGM, MTCS.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.446	.111		13.041	.000
MTFD	.228	.012	.684	18.849	.000
1 TWEM	.206	.016	.428	12.777	.000
EIGM	.204	.017	.392	11.691	.000
MTCS	-.007	.012	-.022	-.599	.550

a. Dependent Variable: HAMT

Where

HAMT = How application of motivational techniques affects organizational productivity

MTFD = Motivational techniques creates job satisfaction in my organization.

TWEM = Teamwork is empowered by motivational application in my organization

EIGM, = Employee individual goals is achieved with motivational help

MTCS = Motivational techniques creates job satisfaction in my organization.

The R^2 {R-Squared} which measures the overall goodness of fit of the entire regression, shows the value as .745 and adjusted to .741. This means that R^2 suggests that the motivational techniques variables account for 74.5 percent approximately 75 percent of variation on organizational productivity. This indicates that the independent variables explain about 80percent of the variation in the dependent variable. Which shows goodness of fit?

THE T-TEST

The test is carried out, to check for the individual significance of the variables. Statistically, the t-statistics of the variables under consideration is interpreted based on the following statement of hypotheses.

H0: The individual parameters are not significant.

H1: The individual parameters are significant.

Decision Rule

If $t\text{-calculated} > t\text{-tabulated}$, we reject the null hypothesis {H0} and accept the alternative hypothesis {H1}, and if otherwise, we select the null hypothesis {H0} and reject the alternative hypothesis {H1}.

Level of significance = α at 5% = $\frac{0.05}{2} = 0.025$

Degree of freedom: $n-k$

Where n : sample size.

K : Number of parameter.

$240 - 4 = 236 = 2.326$

The calculated value for t-test:

The t-test is summarized in the table below:

Variables	t-cal	t-tab	Remark
(Constant)	13.041	± 2.326	Significant
MTFD	18.849	± 2.326	Significant
TWEM	12.777	± 2.326	Significant
EIGM	11.691	± 2.326	Significant
MTCS	-.599	± 2.326	Insignificant.

The t-statistics is used to test for individual significance of the estimated parameters. From the table above, we can infer that three parameters were statistically significant; we now agree that Motivational techniques creates job satisfaction in my organization; Teamwork is empowered by motivational application in my organization; Employee individual goals is achieved with motivational help and Motivational techniques creates job satisfaction in my organization was insignificant.

F-STATISTICS (ANOVA)

The F-statistics is used to test for simultaneous significance of all the estimated parameters.

The hypothesis is stated;

$$H_0: \beta_1 = \beta_2 = \beta_3 = \beta_4$$

$$H_1: \beta_1 \neq \beta_2 \neq \beta_3 \neq \beta_4$$

Level of significance: α at 5%

$$\text{Degree of freedom: } \frac{K-1}{N-K} = \frac{4-1}{240-4} = (236, 3) = 2.7858$$

Decision Rule

If the f-calculated is greater than the f-tabulated {f-cal > f-tab} reject the null hypothesis {H₀} that the overall estimate is not significant and if otherwise conclude that the overall estimate is statistically significant.

Decision

From the result, f-calculated {172.061} is greater than the f-tabulated {2.7858}, that is, f-cal > f-tab. Hence, we reject the null hypothesis {H₀} and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that there is positive effect of motivational techniques affects organizational productivity.

Hypothesis three: The problem inhibiting the success of the employee's motivation has positive effect on the organization.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.828 ^a	.686	.681	.23646

a. Predictors: (Constant), LADE, PWCE, ECPC, LRSP

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28.735	4	7.184	128.480	.000 ^b
	Residual	13.140	235	.056		
	Total	41.875	239			

a. Dependent Variable: TPIE.

b. Predictors: (Constant), LADE, PWCE, ECPC, LRSP.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.328	.137		9.685	.000
LADE	.233	.012	.755	19.684	.000
1 PWCE	.178	.015	.466	11.538	.000
ECPC	.224	.021	.406	10.791	.000
LRSP	.018	.018	.038	.985	.326

a. Dependent Variable: TPIE

Where

TPIE = The problem that inhibits the success of employees motivation in an organizational productivity.

LADE = Lack of appreciation demoralizes in my organization.

PWCE = Poor working conditions makes employees not to be satisfied with their job.

ECPC = Employee lack of personal commitment to teamwork slowdown production in the organization.

LRSP = Lack of recognition of staff problems affects the organizational productivity.

The R² {R-Squared} which measures the overall goodness of fit of the entire regression, shows the value as .686 and adjusted to .681. This means that R² suggests that the problem variables account for 68.5 percent approximately 69 percent of variation on success of employee's motivation. This indicates that the independent variables explain about 69 percent of the variation in the dependent variable. Which shows goodness of fit?

THE T-TEST

The test is carried out, to check for the individual significance of the variables. Statistically, the t-statistics of the variables under consideration is interpreted based on the following statement of hypotheses.

H0: The individual parameters are not significant.

H1: The individual parameters are significant.

Decision Rule

If $t\text{-calculated} > t\text{-tabulated}$, we reject the null hypothesis $\{H_0\}$ and accept the alternative hypothesis $\{H_1\}$, and if otherwise, we select the null hypothesis $\{H_0\}$ and reject the alternative hypothesis $\{H_1\}$.

$$\text{Level of significance} = \alpha \text{ at } 5\% = \frac{0.05}{2} = 0.025$$

Degree of freedom: $n-k$

Where n : sample size.

K : Number of parameter.

$$240-4 = 236 = 2.326$$

The calculated value for t-test

The t-test is summarized in the table below

Variables	t-cal	t-tab	Remark
(Constant)	9.685	± 2.326	Significant
LADE	19.684	± 2.326	Significant
PWCE	11.538	± 2.326	Significant
ECPC	10.791	± 2.326	Significant
LRSP	.985	± 2.326	Insignificant.

The t-statistics is used to test for individual significance of the estimated parameters. From the table above, we can infer that three parameters were statistically significant; we now agree the Lack of appreciation demoralizes in my organization; Poor working conditions makes employees not to be satisfied with their job; Employee lack of personal commitment to teamwork slowdown production in the organization; and that Lack of recognition of staff affects the organizational productivity hence insignificant.

F-STATISTICS (ANOVA)

The F-statistics is used to test for simultaneous significance of all the estimated parameters.

The hypothesis is stated;

$$H_0: \beta_1 = \beta_2 = \beta_3 = \beta_4$$

$$H_1: \beta_1 \neq \beta_2 \neq \beta_3 \neq \beta_4$$

Level of significance: α at 5%

$$\text{Degree of freedom: } \frac{K-1}{N-K} = \frac{4-1}{240-4} = (236, 3) = 2.7858$$

Decision Rule

If the f -calculated is greater than the f -tabulated $\{f\text{-cal} > f\text{-tab}\}$ reject the null hypothesis $\{H_0\}$ that the overall estimate is not significant and if otherwise conclude that the overall estimate is statistically significant.

Decision

From the result, f -calculated $\{128.480\}$ is greater than the f -tabulated $\{2.7858\}$, that is, $f\text{-cal} > f\text{-tab}$. Hence, we reject the null hypothesis $\{H_0\}$ and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that there is significant effect of the problem that inhibits the success of employee's motivation in an organizational productivity in our organizations.

Summary of Findings

From the above analysis, following are discussed:

From the result of hypothesis one, f -calculated $\{193.978\}$ is greater than the f -tabulated $\{2.7858\}$, that is, $f\text{-cal} > f\text{-tab}$. Hence, we reject the null hypothesis $\{H_0\}$ and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that there is positive effect of motivation play for higher yield of outcome in our organization. Motivation is the force that energizes behavior, gives direction to behavior, and underlies the teaching to persist. Actual performance is a function of ability and working conditions, as well as motivation. Efforts to understand the motivational approaches have centered on several major elements: need based, cognitive process, behavioural and job based issues.

From the result hypothesis two, f -calculated $\{172.061\}$ is greater than the f -tabulated $\{2.7858\}$, that is, $f\text{-cal} > f\text{-tab}$. Hence, we reject the null hypothesis $\{H_0\}$ and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that there is positive effect of motivational techniques on organizational productivity in the organizations. Thus, employee motivation is an important task for manager, because a well-paid motivated worker improves his or her production capacity. However, business now needs employees to have greater motivation and have a stake in the company for which they work. So managers and staff have to take share and a greater interest

on their own employment. Since every employee is an individual, with different needs and aspirations, the process of reviews and personal development plans allows recognition of their abilities and achievement, as well as potential development.

Motivation is a well-known concept in any organization. Every worker seeks to be appreciated and adequately remunerated. There are stressors that initiate work output; but every worker has to be motivated to contribute adequately to the organizational growth. Every work has ethics that guide performance. The contribution of each worker is judged with respect to the organizational ethics. Motivation tallies along the line of work ethics to energize the workers to contribute adequately to the growth of the organization. This was supported from the result of hypothesis three, f -calculated {128.480} is greater than the f -tabulated {2.7858}, that is, f -cal > f -tab. Hence, we reject the null hypothesis $\{H_0\}$ and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that there is significant effect of the problem that inhibits the success of employee's motivation in organizational productivity in our organizations.

Conclusion

There are no two opinions that it is only motivated employees who can do wonders for the organization. Moreover a motivated employee has also a sense of belongingness and ownership for the company. He or she would be proud to see his company grow and prosper. Employer motivation is the key to any growth of any organization. In an environment of business, the motivation of the workers concerns management very much. So in the Nigeria Bottling Company and 7UP, employee motivation immediately affects the work output of the organization. Motivator is a powerful tool in the work environment that can lead employees working at their most efficient levels of production.

Recommendation

In the light of this seminar, it is quite imperative to make the following recommendation with a view of enhancing employee productivity.

- i) Understanding of motivation help us to try and increase our own and others motivation. Motivation is an important factor in any kind of interaction or transaction. It helps employee to take the next step and complete their tasks successfully.

ii) I think breaking tasks down into achievable goals is also very motivating as the positive reinforcement gained from competing each goal motivates you to keep going on the task, thereby increases employees' comfort levels.

iii) Managers should pay good salary to their employee and also provide other benefits such as insurance, training opportunities, vacation overseas, grant sick leave with salary, granting of sabbatical leave etc in other to keep their staff motivated, when employee are motivated, their productivity level increases through better job performance and thus contribute more to the achievement of the organization's vision and objectives.

References

- Agbato, J. O. (1988): *The nature of management*. Lagos, Heinemann, Publishing Company.
- Amabile, T.M. (2004). Innovation and Creativity. *University of London Business Journal*, (81) 222.
- Batey, A. (2010). Incremental Adjustments. *London Chamber of Commerce and Industry Journal Quarterly*, (91)84.
- Bob, I. (2011). *Research and Development*. Institute of Management and Technology, Enugu Management Tount, (61) 80.
- Dandy, O. (2010). Business and Economic *Journal of Management Science*, Nnamdi Azikiwe University Awka, (84) 218.
- Davila et al (2004). Goals and Failures in brainstorming. *London University Journal*, (300) 2020.
- Engelberger, B. (2004). Financial Brainstorming. *Innovation Journal*, (3141) 10,000.
- Forest, L. (212). Business and Brainstorming. *University of Kano Journal of Management*,(61) 100.
- Hackman, J.R. and Oldman, G.R. (1980). *Work Redesign Upper Saddle River*, N.J.: Pearson Education, Inc. Pp. 78-80.
- Helie, L. and Sun, D. (2010). *Explanatory Creativity*. Harvard Business School, (100) 300.
- Invanceivch, J.M. and Matteson, M.T., (2002). *Organizational Behaviour and Management*, New York, Mc Graw Hill Irwin.
- ISR/Google Books, (2003). *Manufacturing in Britain: A Survey of Factors Affecting Growth & Performance*, ISR Google Books, revised 3rd edition, page 58.
- Jex, S.M. and Britt, T.W. (2008). *Organizational Psychology* Hoboke, New Jersey: John Wiley & Sons, Inc.

- Johnie, P.B. and Nwasike, J.N. (2002). *Organizational Behavior and Advanced Management Thought* (An Epistemological Analysis), Lagos, University of Lagos.
- Jon Tomas, U.C.J. (2011). *Innovation and Brainstorming*. London; Chamber of Commerce and Industry Quarterly, (329) 441.
- Kitz, R. (2013). Motivating Technical Professionals today. *IFEE Engineering Management Review* 41(1)28-38.
- Lawler, E.E. and Jenkins, G.D. (1992). *Strategic reward systems*. In M.D. Dunnette and L.M. Hough (eds.), *Handbook of Industrial and Organizational Psychology* (2nd ed, 1009-55). Palo Alto, CA: Consulting Psychologist Press.
- Lubert, L. (2012). *Creativity in Art and Literature*, Benue State University Journal of Social Sciences,(61). 84.
- Luthans, F. (1998). *Organizational Behaviour*, Boston: 9th Edition Mc-Graw Hill.
- Mitchell, T.R., Daniels, D. (2003). *Motivation, Handbook of Psychology*, Vol. 12. Industrial Organizational Psychology, ed. W.C. Borma, D.R. Ilgen, R.J. Klimoski, Pp. 225-54. New York; Wiley.
- OECD (2002), *Manual: Measuring Productivity; Measurement of Aggregate and Industry – Level Productivity Growth*.
- Philipsons, P. (2011). Alliance for Change *Management Journal*, (81)214.
- Pinder, C.C. (2008). *Work Motivation in Organizational Behavior* (2nd edition). New York Psychology Press.
- Robins, S.P. and Judge, T.A. (2009). *Organizational Behaviour*.
- Schater, D. (2011). *Psychology*. United States of America: Catherine Woods. P. 325.
- Seligman and Martin (2000:100). *An Introduction – Positive Psychology*, Center – University of Pennsylvania.
- Steinmetz, L. (1983). *Nice Guys Finish Last: Management Myths and Reality*. Boulder, Colorado: Horizon Publications Inc.
- Stretton, H. and Orchard, L. (1994). *Public goods, public enterprise, public choice: Theoretical Foundation of the Contemporary Attack on government* (1, Publ. ed.). Basingstoke U.A.: MacMillan U.A.
- Thomas, T. (2011). *Timeline of Historic Invention*, London Business School, (717) 78325.
- Weiner, B. (2002). *Human Motivation Metaphors, Theories and Research*. New York: SAGE.



Wright, P.M. (1992). An examination of the relationships among monetary incentives, goal level, goal commitment, and performance. *Journal of Management*, (18) 677-93