

Motivation and its Effects on Employee's Performance

Adedeji Elijah Adeyinka and Onaolapo Adekunle Abdul-Rahman
Department of Management and Accounting,
Ladoke Akintola Univerisity of Technology, Ogbomos, Nigeria

Abstract: This study examined motivation and its effects in employer's performance. The study replied heavily on employee's performance and productivity. For this study, numbers of staff of MTN in Ibadan office was selected using simple random technique to select 35 members of staff. Data were collected from both primary and secondary source. The primary data was collected through a modified questionnaire while the secondary data was collected through textbooks and company journals. These data were subsequently analyzed applying regress in analysis. The result revealed that motivation has significantly impacted on employee is performance. Therefore, the study recommended that employees should be motivated by their employers as this will lead to good performance and enhanced productivity.

Key words: Motivation, employer, employee, performance, productivity

INTRODUCTION

The concept of motivation can be defined according to Encyclopaedia Britannica as the driving force by which humans achieve their goals. Motivation is said to be intrinsic or extrinsic. The term is generally used for humans but it can also be used to describe the cause for animal behaviour as well. According to various theories, motivation may be rooted in a basic need to minimize physical pain and maximize pleasure or it may include specific needs such as eating and resting or a desired object, goal, state of being, ideal or it may be attributed to less-apparent reasons such as altruism, selfishness, morality or avoiding mortality. According to Harter (1981), intrinsic motivation refers to the motivation that is driven by an interest or enjoyment in the task itself and exists within the individual rather than relying on any external pressure. While extrinsic motivation on the other hand comes from outside of the individual. Common extrinsic motivations are rewards like money and grades, coercion and threat of punishment. Competition is in general extrinsic because it encourages the performer to win and beat others not to enjoy the intrinsic rewards of the activity. A crowd cheering on the individual and trophies are also extrinsic incentives.

McCormick and Tiffin further argued that most employees are motivated based on extrinsic factor because they are attracted by the tangible rewards of their performance. This makes them put their best in getting their jobs done. The success of any business venture depends largely on the motivation of the employees. People are definitely a company's greatest asset. It does

not make a difference whether the products are car or cosmetics; a company is as good as the people it keeps. Human resources are essential to the prosperity, productivity and performance of any company. Motivation is the key to creating an environment where optimal performance is possible. So, how do you ensure that individual motivation is at its peak within your workplace?

Every person has their own set of motivations and personal incentives to work hard or not as the case may be. Some are motivated by recognition whilst others are motivated by cash incentives. Whatever the employee's motivation may be the key to promoting that motivation as an employer is understanding and incentive. Employee incentive programs go a long way towards ensuring employee feel appreciated and worthwhile. This alone can help with employee motivation across the board. The great thing about these programs is that they are very individualized. That is you tailor your programs to suit the needs and wants of your employees. Incentive programs increase motivation because cares.

The aim of the project is to analyze the extent to which motivation has increased the job performance and its negative impact on the employee using MTN Nigeria limited as a case study.

Statement of problem: The statement of problem for this research work is to examine the extent to which motivation has improved employee's performance either positively or negatively. In the light of this, attempts are being made by managers and organizations to establish if there is any relationship between employee performance and

motivation. Some are of the opinion that motivation does not have effect on employee performance while other belief that motivation has influence on how an employee performs on his job. This argument has brought about the need to know the actual impact of motivation on employee performance. Most managers do not appraise or evaluate their employee to know their area of weaknesses and strengths so as to know which motivational strategy is needed to enhance employees' productivity. The success of any business depends largely on the motivation of the employees. Human resources are essential to the prosperity, productivity and performance of any company. Motivation is the key to creating an environment where optimal performance is possible. So, how do researchers ensure that individual motivation is at its peak within the workplace? Every person has their own set of motivations and personal incentives to work hard. Some are motivated by recognition whilst others are motivated by cash incentives.

Employee incentive programs go a long way towards ensuring that employees feel appreciated and worthwhile. This alone can enhance employee motivation across the board. The great thing about these programs is that they are very individualized. That is, they can be tailored to suit the needs and wants of employees. Incentive programs increase motivation because they are not only encouraging productive performance but also show employees the company cares. Many organizations have experienced high turnover of employees, low productivity and absenteeism, poor quality of work, persistent lateness and lack of acceptance of responsibility by employees which is a sign of poor or lack of employees whereas those who believe in motivating do not know the proper way to motivate their employees and so adopt different motivational strategies that are not effective.

This is the key to long term benefits for the organization. Motivated employees means staff retention and company loyalty these are two things that will have a significant impact on the growth and development of your business. Employee incentive programs work by offering rewards for outstanding performance, hard work, employees who meet targets, go beyond the call of duty are rewarded for their efforts. The rewards and incentives vary and can be as individual as the employees themselves. Employee incentive programs work because they offer diverse rewards that meet the needs of the company as a whole.

Objectives of the study: The main reason for this research work is to know how much motivation influence the performance of employees in private organization but it also includes the following specific objectives:

- To know the impact of motivation on employee performance
- To know if there is an ulterior motive behind job motivation
- To determine if age, educational level or years of employment affect motivation
- To determine the extent to which MTN staff performance is enhanced through motivation strategies

Research question:

- Does motivation actually influence employee performance in an organization?
- How does motivation improve employee performance?
- What are the challenges of motivation on effective job performance?
- Why do managers motivate their employees?
- What other ways are employees motivated apart from using financial incentives?

Tentative hypotheses: The following research hypotheses will be formulated and tested in this study to ascertain their relevance and acceptability:

- H_0 : Motivation has no significant impact on employee performance
- H_0 : Motivation does not enhance employee productivity

Literature review: Motivation is a very important aspect of understanding behaviour and attitude to work performance. According to Luthans (1998), he asserts that motivation should not be thought of as the only explanation of behaviour since, it interacts with and acts in conjunction with other mediating process and with the environment. Luthan stress that like the other cognitive process, motivation cannot be seen. All that can be seen is behaviour and this should not be equated with causes of behaviour. While recognizing the central role of motivation, Evans (1986), stated that many recent theories of organizational behaviour find it important for the field to re-emphasize behaviour. Definitions of motivation abound. One thing these definitions have in common is the inclusion of words such as desire, want, wishes, aim, goals, needs and incentives. Luthans (1998), defines motivation as a process that starts with a physiological deficiency or need that activities behaviour or a drive that is aimed at a goal incentive. Therefore, the key to understanding the process of motivation consists of these three interacting and interdependent elements, i.e., needs, drives and incentives. Managers and management

researchers have long believe that organizational goals are unattainable without the enduring commitment of members of the organizations. Motivation is a human psychological characteristic that contributes to a person's degree of commitment. It includes the factors that cause, channel and sustain human behaviour in a particular committed direction.

Stoke by Adeyemo and Aremu (1999) goes on to say that there are basic assumptions of motivation practices by managers which must be understood. Firstly that motivation is commonly assumed to be a good thing, one cannot feel very good about oneself if one is not motivated. Secondly, motivation is one of several factors that to into a person's performance for example a receptionist can be motivated by the resources available, technological advancement and environmental conditions under which she has to perform. Thirdly, motivation can be used by managers as tool for planning. If managers know what drives the people working for them they can tailor job assignments and rewards to what makes these people tick. Motivation can also be seen as whatever it takes to encourage workers to perform by fulfilling or appealing to their needs. Olajide (2000), it is goal-direct and therefore cannot be outside the goals of any organization whether public, private or nonprofit.

There are basically four theories of motivational concept and a brief comment on each of them will enhance the understanding of the nature of motivation. The theories are: Instinct theories; Drive Theories; Hedonic Theories and Cognitive Theories.

Abraham Maslow Theory of Motivation: Abraham Maslow, attempted to synthesize a large body of research related to human motivation, prior to Maslow, researches generally focused separately on such factors as biology, achievement or power to explain what energizes, directs and sustains human behaviour. Maslow posited a hierarchy of human needs based on two groupings: deficiency needs and growth needs. Within the deficiency needs each lower need must be met before moving to the next higher level. Once each of these needs has satisfied if at some future time a deficiency is detected, the individual will act to remove the deficiency. Maslow's needs hierarchy theory is one of the most popular theories of work motivation in this time but it was not always so. Though the theories were introduced in the mid-1940s and until 1950s, it remained primarily in the realm of clinical psychology where Maslow did most of his development work. However, as more attention began to be focused on the role of motivation at work, Maslow's need matching theory emerged in the early 1960s as an

appealing model of human behaviour in organizations. And as a result of its popularization by McGregor (1999), the model became widely discussed and used not only by organizational psychologists but also by managers. As early as 1954, Maslow had discussed two additional needs in his research, namely, cognitive and aesthetic. Cognitive needs to know and understand and these examples include the need to satisfy one's curiosity and the desire to learn. Aesthetic needs include the desire to move toward beauty and away from ugliness. These two needs were not however included in Maslow's hierarchical arrangement and have therefore been generally omitted from discussions of his concepts as they relate to organization settings. Maslow developed the theory that human beings are motivated, i.e., stirred to action by their needs. He contrasted two broad categories of human motives, growth motives and deprivation motives.

The first kind is characterized by a push toward actualizations of inherent potentialities while the other is oriented only toward the maintenance of life not its enhancement. Deprivation motives he says are arranged in a developmental hierarchy. They are five in number and structured as in Fig. 1 explanation.

Physiological needs: These include homeostasis (the body's automatic efforts to retain normal functioning) such as satisfaction of hunger and thirst, the need for oxygen and to maintain temperature regulation. Also, sleep, sensory pleasures, activity, material behaviours and arguably sexual desire.

Safety needs: These include safety and security, freedom from pain or threat of physical attack, protection from danger or deprivation, the need for predictability and orderliness.

Love needs (often referred to as social): These include affection, sense of belonging, social activities, friendships and both the giving and receiving of love.

Esteem needs (sometimes referred to as ego needs): These include both self-respect and the esteem of others. Self-respect involves the desire for confidence, strength, independence and freedom and achievement. Esteem of other involves reputation or prestige, status, recognition, attention and appreciation.

Self-actualization needs: This is the development and realization of one's full potential. Maslow sees this as: What humans can be they must be or becoming

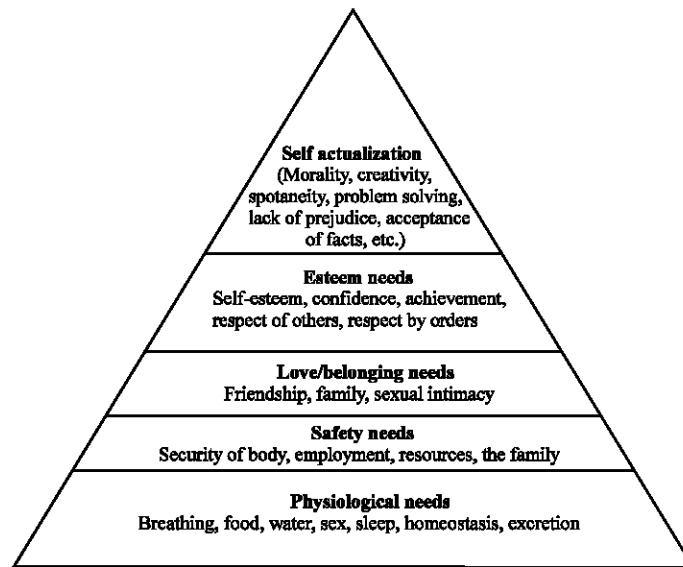


Fig. 1: Abraham Maslow's hierarchy of needs (1954)

everything that one is capable of becoming. Self-actualization needs are not necessarily a creative urge and may take many forms which vary widely from one individual to another.

The normal person is characterized by spontaneity, creativeness and appreciation of others. People who fail to achieve self-actualization he says, tend to be hostile and disastrous. Maslow conceived a human being developing the five groups of needs in sequence from one to five. The survival needs are present at birth. During childhood, one becomes aware of each of the higher groups of needs. A man takes all five needs to work. The manager who wishes to motivate his management subordinates is faced with the fact that his subordinates are attempting to satisfy all five levels of needs. If a man experiences nagging insecurity because redundancies are being anticipated or because he feels there is an absence of order and equity in the organization (which would be caused by an irrational wage or salary structure) he will not be interested in the organization's policies and plans designed to assist him in fulfilling to behave irrationally, obstructing or sabotaging the work of the firm or organization, breaking work agreements and going on strike. Maslow's hierarchy of needs is widely accepted as a convenient simple analysis of human motivation and which can assist us therefore to understand why men behave the way they do in given situation and to anticipate how they will behave in future situations.

Theories of motivations and employee performance: The Hawthorne experiments (also known as the Hawthorne

studies) were conducted by Harvard Business School Professor Elton Mayo and Fritz Roethlisberger from 1927 to 1932 to examine the impact of work conditions on employee productivity at the Western Electric Hawthorne Works in Cicero, Illinois (a suburb of Chicago). Elton Mayo started these experiments by examining the physical and environmental influences of the workplace, e.g., brightness of lights, humidity and later, moved into the psychological aspects like breaks, group pressure, working hours, managerial leadership and their impact on employee motivation as it applies to productivity. Two women were selected and they in return picked four other women whose working conditions were changed through brightness of lights, humidity, short breaks, group pressure and reduction in working hours and improved managerial skills. It could be said that effect of the experiment is that works become more productive because they know they are being studied, Elton Mayo's experiments showed that increase in worker productivity was produced by the psychological stimulus of being singled out, involved and made to feel important. Elton Mayo's studies grew out of preliminary experiments at the Hawthorne plant from 1924 to 1927 on the effect of light on productivity. Those experiments showed no clear connection between productivity and the amount of illumination.

For years, the Hawthorne studies provided the rationale for human relations within the organization. And in 1978, Franke and Kaul used a new procedure called time-series analyses with the original data and variables including the great depression and the instance of a

managerial discipline in which two insubordinate and mediocre workers were replaced by two different, productive workers. They discovered that production was most affected by the replacement of the two workers due to their greater productivity and the effect of the disciplinary action on the other workers. The occurrence of the Depression also encouraged job productivity, perhaps through the increased importance of jobs and the fear of losing them.

MATERIALS AND METHODS

The population of the study is the employees of MTN office in Ibadan, the sample was taken from this total population by randomly selected 35 members of staff. The study ruled majorly on the use was used together data for the study. The data collected was analysis though descriptive statistical tools and later the hypotheses analysis was done through the regression equation used if given by:

$$Y = a+bx+\mu$$

Where:

- y = Dependent variable (performance, productivity)
- a = Constant
- b = Regression coefficient
- x = Independent variable (motivation)
- μ = Error term

RESULTS AND DISCUSSION

With respect to hypothesis one, the inferential analysis as obtained in Table 1 indicated a positive relationship of 0.812 between motivation and employee performance. The test further revealed that motivation accounted for 65.9% variation in employee performance which means that motivation had 65.9% contribution to employee performance. In order to confirm the significant of this contribution, the analyses of variance table value of 66 at 0.05% level of significances. Thus, the contribution of motivation to employee performance was not by chance, hence, the null hypothesis was rejected and alternative hypothesis upheld. The implication of this is that motivation has significant impact on employee performance (Table 2). Furthermore, the regression analysis also indicated that motivation accounted for 3.245 of every chance in employee performance (Table 3).

The findings also has presented in Table 1 indicated a relationship of 0.739 between motivation and employee productivity. It was further revealed that motivation contributed to employee productivity by 54.6%. the contribution was further confirmed with an F-value of 33.5

Table 1: Model summary

Models	R	R ²	Adjusted R ²
1	0.812	0.659	0.649
2	0.739	0.546	0.529

Predictors: Constant motivation; Dependent variable: Employee performance, employee productivity

Table 2: Coefficient

Models	Unstandardized coefficients		Standardised coefficients		
	Beta	SE	Beta	t-value	Sig.
Constant motivation performance	30.938	1.533	-	20.181	0.000
Constant motivation productivity	3.245	0.231	0.812	14.047	0.000
Constant motivation	28.463	1.614	-	17.635	0.000
productivity	2.834	0.246	0.739	11.520	0.000

Dependent variables: performance, productivity

Table 3: ANOVA

Models	Sum of square	df	Mean of square	F	Sig.
Regression	1.257	1	1.257	66.0	-
Residual	0.626	33	0.019	-	-
Total	1.885	34	2.343	-	-
Regression	2.343	1	0.580	33.5	0.000
Residual	1.943	33	-	-	-
Total	4.286	34	-	-	-

Predictors: Constant motivation; Dependent variables: Performance, productivity; data analysis (2013)

which was statistically significant to the employee productivity. It was observed that every change in motivation, employee, productivity changes by 2.834.

CONCLUSION

Based on the analysis of the findings, it was revealed that motivation is an effective tool improving the productivity of staff within an organization. As staff will willing to put more effort in order to be appreciated in whatever way the organization deems fit. This will also give staff a sense of belonging as they will not be afraid of loss of job as long as they are contributing positively to the organization and the organization recognizes their contribution.

RECOMMENDATIONS

In the light of this, the study recommended that employers should be innovative in motivating their employees as this will lead to the anticipated effort and that organization should organize training and conferences in order to equip their staff as this will enhance their productivity.

REFERENCES

Adeyemo, D.A. and A.O. Aremu, 1999. Career commitment among secondary school teachers in Oyo state, Nigeria: The Role of biographical mediators. *Nig. J. Applied Psychol.*, 5: 184-194.

- Evans, M.G., 1986. Organisational behaviour: The central role of motivation. *J. Manage.* Summer, 12: 203-222.
- Harter, S., 1981. A new self-report scale of intrinsic versus extrinsic orientation: Motivational and informational components. *Develop. Psychol.*, 17: 300-312.
- Luthans, F., 1998. *Organisational Behaviour*. 8th Edn., Irwin McGraw-Hill, Boston.
- McGregor, D., 1999. *The Human Side of Enterprise*. McGraw-Hill, New York, USA.
- Olajide, A., 2000. Getting the best out of the employees in a developing economy: A personnel psychology. Guest lecture series. Development of guidance and counseling. University of Ibadan, Nigeria.