Motivation and Job Performance of Workers
(A Case of Shaki-East Local Government, Oyo State, Nigeria)

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ABSTRACT
This study examined the overall effectiveness of motivation on job performance of the staff of Shaki-East local government area of Oyo state, Nigeria. The sample for the study was arrived at through a random sampling technique. The study employed the use of self-administered questionnaire to collect the required data from the respondents. 110 questionnaires were administered and analysed to seek the opinion of the staff as regards the effectiveness of motivation on job performance. The Kendal’s coefficient of concordance (Kendal’s W) was adopted to test the hypothesis for the relationship between motivation and job performance. Findings revealed that there is no significant relationship between motivation and job performance. This explains why there was a low level of commitment and high rate of truancy at work on the part of the staff of the local government. The study concluded that, organisations should know that motivation is a managerial function that is used to bring out the best of the employees and should be used for the optimum benefit of both the employers and employee because they are partners in progress. It is recommended that, there is the need for the management to have a more robust and comprehensive motivation package in all aspects of the organization because this is directly proportional to the output of their workforce.

Keywords: Motivation, Employee Performance, Remuneration, Productivity

1.1 INTRODUCTION
The success of any business or organisation as a matter of fact depends largely on the productivity of the employees. Human resources are essential to the prosperity and performance of any company. Motivation is the key to creating an enabling environment where optimal performance is possible. Good remuneration has been found over the years to be one of the policies the organization can adopt to increase their workers performance and thereby increase the organizations productivity. Also, with the present global economic trend, most employers of labour have realized the fact that for their organizations to compete favourably, the performance of their employees goes a long way in determining the success of the organization. On the other hand, performance of employees in any organization is vital, not only for the growth of the organization, but also for the growth of individual employees (Eze, 2009). An organization must know who are its outstanding workers, those who need additional training and those not contributing to the efficiency and welfare of the company or organization. Motivation gets workers’ maximum interaction towards work and knowing employee’s working capacity and assigning work according to their capacity to get maximum productivity (Ali, Abrar and Haider, 2012).

Today, organizations can easily exchange their material needs, goods and services to other organization, or to other countries but the only one resource which is not easily exchangeable is human resources. So, we can say that human resources is the most competitive assets of any organization that cannot be exchanged. Therefore, motivation is the main factor that affects the human resources of the organization. The organization should motivate their employees for their best performance or for achieving the organizational goals. In fact, motivation is the best tool for best
performance. Motivation will, most of the times enable the worker or employee of an organization to seriously do his duties and responsibilities (Azar and Shafighi, 2013). Attractive Salary or pay is also a Valuable tool that plays an important role to increase employee’s performance and also increase the productivity of an organization (Muogbo, U.S, 2013). Employees play important role in the customer perception about the company. Company spend huge amount of money to gain customer loyalty but they forget their Employees’ motivation. Customers interact with the employees and also carry out company image in their mind through their behaviour and attitude. So, company should move their attention toward their employees’ motivation. In this era of globalization, companies face competition in the market and if organisations could not successfully motivate their employees, such organisation could not exist in the competitive environment of business (Ahmad, 2012).

1.2 Statement of the Problem
One of the biggest problems facing manager in the organizations is how best to get employees committed to their work and put in their best towards the accomplishment of organization’s objectives. Motivation is concerned with why people do what they do. It answers such questions as why do managers or worker go to work and do a good job. This tries to explain what motivates people to act the way they do, with primary focus on the work place. Having observed the lack-lustre behaviour of some of the staff of the local government under review in recent times, this study intends to find out the reasons behind such actions as lack of commitment as well as frequent absence from work which can invariably have an adverse effect on the general wellbeing of the organisation if not quickly nip in the bud.

1.3 Objectives of the study
The general objective of the study is to do an assessment of the relationship between motivation and workers job performance in an organisation while the specific objective is to evaluate the effectiveness of motivation on the commitment and productivity of the staff of Shaki-East local government area of Oyo state.

2.0 LITERATURE REVIEW
2.1 Conceptual framework
Motivation
Motivation is in multi-various forms. The following discussions of its typology describe these various forms. Seth (2003) observed that, motivation is an internal process that makes a person move towards a goal. He added that, motivation, like intelligence, cannot be directly observed. Jibowu, (2007) also defined motivation as the inner drive that energizes an individual to do something. He added that, motivation elicits, controls, and sustains a goal-directed behaviour. Bright (2000) defined motivation in the context of a business and indicated that, motivation can be said to be about “the will to work”. It can come from the enjoyment of the work itself and/or from the desire to achieve certain goals e.g. earn more money or achieve promotion. It can also come from the sense of satisfaction that we gain from completing something, or achieving a successful outcome after a difficult project or problem is solved. Buchanan (2010) opined that, motivation is a decision-making process, through which the individual chooses the desired outcomes and sets in motion the behaviour appropriate to them. Motive is defined as learned influences on human behaviour that lead us to pursue particular goals because they are valued, while motivation is thought of as the degree to which an individual wants and chooses to engage in certain behaviours.

Types of Motivation
Motivation as a concept is of different types and can be looked at differently depending on the environment one is operating from. Booth (2004) indicated that, motivation is the force that compels us to action. It drives us to work hard and pushes us to succeed. Booth (2004) added that, motivation influences our behaviour and our ability to accomplish goals. Curvin (2004) opined that, motivation is directly proportional to productivity. He added that, unless employees are highly disciplined they won’t be productive if they are not motivated. He continued that, there are many different forms of motivation and each one influences behaviour in its own unique way. He explained further that, no single type of motivation
works for everyone as people’s personalities vary and so does the type of motivation; since motivation is to inspire people’s conduct. The following are some of the types of motivation:

**Achievement:** This is the motivation of a person to attain goals (Bouma, 2003). The longing for achievement is inherent in every man, but not all persons look up to achievement as their motivation. They are motivated by a goal. In order to attain that goal, they are willing to go as far as possible. The complexity of the goal is determined by a person's perception. What one person thinks is an easy goal to accomplish may seem to be impossible to another person. However, if your motivation is achievement, you will find that your goals will grow increasingly complex as time goes by.

**Socialization:** Carr (2005) indicated that, some people consider socialization to be their main motivation for actions. This is especially evident in the situation of peer pressure. Some people are willing to do anything to be treated as an equal within a group structure. The idea of being accepted among a group of people is their motivation for doing certain things (Carr, 2005).

**Recognition:** Eze (2004) highlighted that, recognition of a job well-done is a great way to inspire employees. Recognition costs managers nothing and, to employees that feel under-appreciated, can mean everything. He added that, praise does not need to be lavish or excessive, but one should keep track of employee achievement and publicly recognize it.

**Employee Appraisals** Smith (2010) on his part indicated that, employee appraisal is very important. It anchors the reward the employee gets to his good performance and so it motivates him or her to do his or her best. He also added that, appraisal should be done according to the employee's needs and not according to the company policy.

**Meeting Employees Expectations** Baker (2005) stated that, if the employee did something good and expected something in return and then got less than what he expected he may lose motivation. Baker added that, organizations should make sure to assess the expectations of their employees in order to satisfy them. Ivy (2001), on her part, summarized appreciation or recognition for a job well done as being in the know about company matters. An understanding attitude from the management, job security, good wages, interesting work, career advancement opportunities, loyalty from management, good working conditions and tactful discipline were factors that motivated employees in organizations.

**Impact of Motivation on Employees’ Performance**
Employees are the first point of call when dealing with customers. It is important, therefore, that organizations give employees the needed encouragement to motivate them to do more and achieve better performance for the organization. Motivation according to some scholars improves the level of efficiency in the workforce (Greeno, 2002). It is not just the qualifications, experiences, or abilities of an employee that determine productivity as motivation plays a significant role in determining the productivity of an employee. In order to fill the gap between the ability of an employee and his willingness, the organization has to motivate the employee so that he or she can give results according to his or her abilities. When organizations improve the efficiency of employees through motivation, it will also improve overall productivity, reduce costs, and increase the efficiency of the company. Barrit, (2003) agreed with this assertion that, motivation puts human resources into action and improves level of efficiency of employees. He added that every goal requires financial and human resources to accomplish. Having the employees only physically, does not mean that the organization manages to make full use of them. He added that the performance of motivated employees is high, which results into: increased productivity and reduced cost of operations. He concluded that a motivated employee will not try to get by with little effort; but will be more oriented on his job. If those workers, who spend most of their time on facebook or other pages, use their potential and keep themselves busy with their job, increased productivity will be very conspicuous. Griffiths (2001) highlighted that, meeting personal goals help an employee stay motivated. He added that, motivation can facilitate a worker reaching his/her personal goals, and can facilitate the self-development of an individual. He continued that once workers meet some initial goals, they realize the clear link between effort and results, which will further motivate them to continue at a high level. Chudley (2004) opined that, motivation leads to greater employee satisfaction. He added that, worker satisfaction is important for every company, as this one factor can lead towards progress or regress. He again indicated in the absence of an incentive plan, employees will not feel ready to fulfil their objectives.
Thus, managers should seek to empower them through promotion opportunities, monetary and non-
monetary rewards, or disincentives in the case of inefficient employees. Jesop (2005) highlighted
that, motivation brings employees closer to the organization. He added that, as long as the needs
of employees are met through attractive rewards, promotional opportunities, et cetera. employees begin
to take more interest in their company. They begin to think that there is no difference between the
interests of the enterprise and their interests. This helps in developing cordial relations between
management and workers.

2.2 Theoretical Framework
Abraham Maslow’s hierarchy of needs theory
Abraham Maslow proposed the theory called hierarchy of needs theory. Maslow believed that within
every individual, there exists a hierarchy of five needs and that each level of need must be satisfied
before an individual pursues the next higher level of need. The five levels of needs, according to
Maslow are discussed on after the other. According to Abraham Maslow's theory, only a small
percentage of the population reaches the level of self-actualization. The organization can satisfy its
employees’ various needs. In the long run, physiological needs may be satisfied by the person’s pay
check, but it is important to remember that pay may satisfy other needs such as safety and esteem as
well. Providing generous benefits that include health insurance and company-sponsored retirement
plans, as well as offering a measure of job security, will help satisfy safety needs. Social needs may be
satisfied by having a friendly environment and providing a workplace conducive to collaboration and
communication with others. Company picnics and other social get-togethers may also be helpful if the
majority of employees are motivated primarily by social needs. Providing promotion opportunities at
work, recognizing a person’s accomplishments verbally or through more formal reward systems and
job titles are ways of satisfying esteem needs. Finally, self-actualization need may be satisfied by the
 provision of development and growth opportunities on or off the job, as well as by work that is
interesting and challenging.

ERG theory
ERG theory, developed by Clayton Alderfer, is a modification of Maslow’s hierarchy of needs.
Instead of the five needs that are hierarchically organized; Alderfer proposed that basic human needs
may be grouped under three categories - Existence, Relatedness, and Growth. The theory's name is
based on the first letter of each need. Existence refers to our concern with basic materials such as
hunger, thirst and safe condition. Relatedness on the other hand, refers to the motivation we have for
maintaining interpersonal relationships like involvement with family, friends, co-workers and
employers. Finally growth is the intrinsic desire for personal development for example, the desire to
be creative, productive and to complete meaningful tasks. The implication of this theory is that we
need to recognize the multiple needs that may be driving individuals at a given point to understand
their behaviour and properly motivate them.

Fredrick Herzberg’s two factor theory
Psychologist Frederick Herzberg (1966) investigated the question “what do people want from their
jobs?” Through this question Herzberg identified the factors that lead to extreme satisfaction
(motivators) and extreme dissatisfaction (hygiene). Factors leading to satisfaction such as
achievement, recognition, responsibility, the work itself, advancement and growth are also called
intrinsic factors, whereas those leading to dissatisfaction, when not present, such as company policy
and administration, supervision, interpersonal relations, and working conditions are called extrinsic
factors. Herzberg argued that there are two distinct human needs portrayed, namely as physiological
needs that can be fulfilled by money, for example, to purchase food and shelter, and the psychological
need to achieve and grow, and this need is fulfilled by activities that cause one to grow

Expectancy Theory
The expectancy theory was propounded by Victor Vroom a psychologist in 1964. The theory is only
applicable to a work setting that is based on people’s expectations. The focus of the theory is on the
thought processes people used when they face particular choices among alternatives particularly
choices/ alternative courses of action. Literature reviewed revealed the following as the underlying
principles of the theory; individuals make conscious effort to behave in a certain manner, individual
values with regard to choosing desired outcomes, individual expectations concerning the amount of effort required to achieve a specific outcome and individual expectations concerning the probability of being rewarded for achieving desired outcomes. Vroom through these principles sought to portray that motivation is a function of the relationship between; effort expended by an individual and perceived level of performance; and the expectation that reward for desired outcomes will be related to performance. On the other hand there must also be the expectation that rewards are available as it will go a long way to determine the strength of the motivational link. To make the expectancy process simple; the following model is given:

\[
\text{Force} = \text{Valence} \times \text{Expectancy}
\]

Where force is strength of motivation, valence is strength of preference for outcome and expectancy is the level of belief that changes in behaviour will achieve the required outcome. Looking at the theory and its complexity in nature one could only make recommendations to management, to as a matter of fact try to find out desired outcome each of the bank values most, define the goal and what constitute the level performance needed to achieve it. But management should also not lose sight of the fact that the level of performance is realistic and achievable. After a period of time management should be able to measure the outcomes by the performance desired by management. One thing worth noting is that the strategies put in place should not create conflict between the expectations it sought to create and other militating factors in the work environment. Finally, outcomes should be attractive and enticing enough to ignite the desired level of performance.

3.0 METHODOLOGY

The sample for this study was arrived at through a random sampling technique conducted on the lower level, middle level and the management staff of the local government. Out of the one hundred and twenty five (125) copies of the questionnaire administered, only one hundred and ten (110) were properly filled and returned representing an 88% response rate. The data were analysed using simple percentage and Kendal’s measure of concordance at 0.05 level of significance. This was used to ascertain whether there is correlation between the variables of interest

DATA ANALYSIS AND INTERPRETATION

Table 1: The Distribution of Respondents

<table>
<thead>
<tr>
<th>Work categories</th>
<th>No of respondents</th>
<th>% of response</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOWER LEVEL STAFF</td>
<td>55</td>
<td>55%</td>
</tr>
<tr>
<td>MIDDLE LEVEL STAFF</td>
<td>37</td>
<td>34%</td>
</tr>
<tr>
<td>MANAGEMENT STAFF</td>
<td>18</td>
<td>16%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>110</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Questionnaire administered (2017)
Table 2: Responses on key issues relating to the relationship between motivation and job performance of workers in an organisation

<table>
<thead>
<tr>
<th>S/N</th>
<th>Variables</th>
<th>Lower level staff</th>
<th>Middle level staff</th>
<th>Management staff</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Y</td>
<td>U</td>
<td>N</td>
</tr>
<tr>
<td>1</td>
<td>Motivation of workers enables them to put in their very best towards attainment of organisational goals.</td>
<td>47</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td>2</td>
<td>Motivation enhances commitment of workers</td>
<td>50</td>
<td>-</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>Workers in this place are properly rewarded</td>
<td>25</td>
<td>9</td>
<td>21</td>
</tr>
<tr>
<td>4</td>
<td>Management has a lot of motivational packages for their workers</td>
<td>30</td>
<td>2</td>
<td>23</td>
</tr>
<tr>
<td>5</td>
<td>Motivation of workers is only by salary increase</td>
<td>40</td>
<td>4</td>
<td>11</td>
</tr>
<tr>
<td>6</td>
<td>The environment is conducive and workers friendly</td>
<td>34</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>223</td>
<td>23</td>
<td>34</td>
</tr>
</tbody>
</table>

Source: Field survey, 2017
Key: Y=Yes, U=uncertain, N=No, TOT=total
Table 3: ∑ ‘Y’ Response

<table>
<thead>
<tr>
<th>S/N</th>
<th>Lower Level staff</th>
<th>Middle Level staff</th>
<th>Mgt. Staff</th>
<th>RT</th>
<th>(RT)^2</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>44</td>
<td>28</td>
<td>15</td>
<td>87</td>
<td>7569</td>
</tr>
<tr>
<td>2</td>
<td>50</td>
<td>30</td>
<td>12</td>
<td>92</td>
<td>8464</td>
</tr>
<tr>
<td>3</td>
<td>25</td>
<td>34</td>
<td>14</td>
<td>73</td>
<td>5329</td>
</tr>
<tr>
<td>4</td>
<td>30</td>
<td>35</td>
<td>15</td>
<td>80</td>
<td>6400</td>
</tr>
<tr>
<td>5</td>
<td>40</td>
<td>25</td>
<td>10</td>
<td>75</td>
<td>5625</td>
</tr>
<tr>
<td>6</td>
<td>34</td>
<td>34</td>
<td>13</td>
<td>81</td>
<td>6561</td>
</tr>
</tbody>
</table>

N= Number of questions examined
RT= row total
(RT)^2 = Square of row total
The sum of the Squares of Row = (SSR) = \( \sum (RT)^2 \)

\[
SSR = 39948 - (488) \\
\frac{6}{6} \\
= 39948 - 238144 \\
\frac{6}{6} \\
= 39948 - 39691 \\
= 257
\]

Computation of Kendal’s W using the sum of the squares computed.
To obtain Kendal’ W = \( \frac{3SSR}{K^2 N (N^2 - 1)} \)

Where K = Number of observed constituencies which are 18 items in the questionnaire.

Therefore, \( W = \frac{3 \times 257}{18^2 \times 6 (6^2 - 1)} \)

\[
= \frac{771}{68040}
\]

\( W = 0.0113 \)

Using \( X^2 \) table to measure \( X^2 \)

\( X^2 = K (N - 1)W \)

\( X^2 = 18 (6 - 1) 0.0113 \)

\( X^2 = 1.017 \)

At 0.05 level of significance and 5 degrees of freedom (df), the computed \( X^2 \) is 1.017. Since it is less than less than the table value of \( X^2 = (11.070) \), the conclusions are that motivation has no significant relationship with job performance and this explains why there was a low level of commitment and high rate of truancy at work on the part of the staff of the Local government.
4.0 FINDINGS
This study tried to assess the effect of motivation on job performance of the staff of Shaki-East local government area of Oyo state. Based on the analysis carried out in the course of the study, the following findings were arrived at:

1. Motivation does not have any significant effect on workers’ job performance of the staff of the local government under investigation.
2. Workers in the local government under review are not adequately rewarded.
3. The management of the local government does not show greater concern for the welfare of their workers.
4. Salary increase is not enough a tool to motivate workers of the council area.

5.0 CONCLUSION
The effect of motivation on job performance cannot be overemphasised and as such should be taken seriously by every organisation that wants to succeed in its operations. It is not a process to be rushed into and as such, caution is required particularly in respect of applying the right reward system and combining the various motivational variables all for the good of the organisation. This is important because when workers are not properly motivated, they tend to express their displeasure through poor performance and non-commitment to their job. It is therefore imperative for the organization to consider the needs and feelings of its workforce and not just ignore them in order to safeguard industrial harmony.

5.1 RECOMMENDATIONS
Based on the study, the following recommendations are suggested:

1. A conscious effort should be made by the local government authority to motivate their staff so as to enhance their commitment, productivity and reduce frequent absence from work.
2. The reward system of the local government area should be made more robust and comprehensive to reflect other motivational packages apart from salary increase.
3. Management should create a conducive environment for workers to operate because nothing works in a tensed environment.

REFERENCES