

## ACCELERATING THE WHEEL OF PRODUCTIVITY IN NIGERIAN ORGANISATIONS THROUGH ACCEPTABLE AND SATISFACTORY MOTIVATION OF HUMAN RESOURCE

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### ABSTRACT

This article focuses on the strategies for accelerating the wheel of productivity in Nigerian Organizations through the motivation of human resource. Maslow Hierarchy of needs, Herzberg's two factor, McClelland's needs and equity theories were employed to examine what motivate people depending on the needs, drives and incentives. It was therefore discovered that job security, praise and recognition, sense of belonging, competition, and participation in decision making, promotion, training, good welfare services are strategies for effective motivation of human resource, so as to accelerate the wheel of organizational progress and productivity. Therefore, any organization that must remain in business, attract new customers/partners, grow and achieve its vision/mission statements must strategically motivate its human resources in varying methods and degree.

### INTRODUCTION

In every organisation, the employee performs a vital role in the actualization of organizational goals. In return, these employees are motivated in order to ensure that they are satisfied to minimum level in the organisation. Organisation employ people in order to achieve their own objectives in life. It therefore, follows that for an organisation to get the best of their workers, they must offer them the opportunity for realizing their goals at least to a reasonable extent. Once the worker believes that he can realize his personal goals by helping the organisation to realize its objectives, he is bound to offer his best. That is why Akpanabia (2014) opined that the issue of motivation is very central to human resource management because of its impact on employee productivity.

Motivation is one of the key elements in employee performance and productivity. Even when people have clear work objectives, the right skills, and a supportive work environment, they would not get the job done without sufficient motivation to achieve those work objectives. Mary (2000) refers to the force within a person that affects his or her direction, intensity, and persistence of voluntary behaviour as motivation. In our everyday lives, we notice organisations spring up, grow while others die. The success or failure of any organisation depends primarily on the work force. People enter organisations with basic

aspirations. It is the duty of managers to discover why people join their organisations. If employees are given those things they want and at the same time their directed towards organizational goals, they will be willing to perform their tasks to improve the performance of the organization. Thus, this study critically examines the strategies for accelerating the wheel of productivity in organisations through the application of several motivational theories.

### The Concept of Motivation

The word, 'motivation' is derived from a Latin word, "movere" meaning to "move". In general, motivation is used to describe the complex forces, drives, tension or other mechanisms that initiate and maintain voluntary activities directed toward the achievement of goals (Hoy and Miskel, 1987). It is an inner state that activates or moves (Berelson and Steiner, 1964:239). "It is an emotion or desire (need, want, drive and other semantically similar words as "motive"), operating on a person's will and causing that person to act. It attempts to account for the drives or "wants" inside an individual rather than describing the individual's actions or behaviour. That is why what motivate Mr. "A" might differ from what motivate Mr. "B" vice versa. Donnelly, Gibson and Ivancevich (1984) have opined that, from a manager's perspective, a person who is motivated can be described thus: The person works hard, sustains a pace of hard work and directs his/her behaviour towards important goals.

Thus, motivation involves effort, persistence and goals. Molokwu (1993:39) defined motivation as the process of simulating people to action in order to achieve desired goals or accomplish a desired task. It also refers to efforts made to satisfy the basic physical, psychological, economic, emotional and political needs of the individual either in person or group. Maynard (1960:57) commenting on the desire for praise as a universal characteristics, pointed out that if the management finds out or creates an opportunity privately or publicly to praise an individual or group for the contributions made to the attainment of organizational objectives, he may be providing a reward great value and incentives. He maintained that the most tangible form of praise is expressed by promotion or salary increase solely attributed to merit. He concluded that top management should be furnished with the selective reward of substantial bonuses to those who have made the most effective contributions to the attainment of designated goals.

Here, motivation is the set of forces that cause people to behave in a certain way. To Luthans (1998) it is the process that starts with a physiological or psychological deficiency or need that activate behaviour or a drive that is aimed at a goal or incentive. Thus, the key to understanding the process of motivation lies in the meaning of and relationship among needs, drives and incentives. In all, motivation is the act of directing an individual's behaviours towards a particular end through the use of incentive. From these definitions, it is evident that every individual has a particular need to be satisfied. The satisfaction of the need will affect his behaviour in a particular way which may create tension when it is not attended to. This is what the basic process of motivation is all about. In real sense, goals consist of these three interacting and interdependent elements.

- (a) **Needs:** These are created whenever there is a physiological or psychological imbalance. For example, a need exists when cell in the body are deprived of food and water or when the personality is deprived of other people who serve as friends of companies.
- (b) **Drives:** With a few exceptions, drives or motives are set up to alleviate needs. A physiological and psychological drives are action-oriented and provide an energizing

thrust towards reaching incentive. They are at the very heart of the motivation process. The examples of the need for food and water are translated into hunger and thirst drives and need for friends because a drive for affiliation.

- (c) **Incentive:** At the end of the motivation cycle, incentives and need reduce a drive. Thus, attaining an incentive will tend to restore physiological and psychological balance and will reduce or cut off the drive. Eating food, drinking water, and making friends will tend to restore the balance and reduce the corresponding drive. Food, water, and friends are the incentives in the example.

### **The Concept of Productivity**

According to Ogunna (2004), productivity is the capacity or a situation where an individual or organisation produces maximum result with reasonable human, financial and material resources to achieve organizational objectives. This definition of productivity vividly highlights the components at which productivity would be achieved. It should be stressed here that to achieve productivity, there must be staff (human), financial and material resources, where these things are not available, productivity is not guaranteed. Productivity is the goal of every organisation. Any organisation that cannot operate to a degree of significant productivity is an unimportant entity. A productive organization enriches the owners, the management and the staff. It serves as a source of inspiration and motivation to the organization and appreciates the fruit of their labour to all stakeholders.

This view suggests that good productivity benefits both owners and management of organization, staff and customers. Since productivity is dependent on staff motivation, staff should not be treated with contempt in order to achieve high level of productivity in an organization. In a more succinct nature, Nwankwo (2001) opined that productivity is dependent on two critical factors namely professional and technological competences of the staff. Furthermore, it is noted that productivity depends on several factors which include motivation, training, talent, work environment, time management and the technical know-how.

### **Types of Motivation that can Influence Productivity or Mar Productivity**

According to Oku(1996:50), there are two types of motivation, that is, positive and negative motivation. Both of which are used by managers to achieve the corporate objectives/goals. According to him, positive motivation is a human relation to leadership approach where subordinates follow positive gain reward or satisfaction they expect from the organization. He further stated, that positive motivation creates employee's enthusiasm or moral. In negative motivation, Oku stated, it also influences others to follow the leaders will, but of certain sanction such as losing some money, recognition or even one's job. In negative motivation, the manager or supervisor may get more result in terms of productivity while the employees are being watched

A manager using motivation may get immediate response or instructions, and in terms of productivity he may get more than that of the positive leader but his advantage lasts only for a short while. Oku suggests that the best form of motivation is self-motivation because this comes from the individual employee. This is his own personal drive to achieve his goals/ambition. His employer may provide the necessary motivational tools such as good pay, excellence fringe benefits and good working environment. Oku stated the followings as some positive factors in motivating people which he called motivators: Money, jobs, human relation approach to management, recognition or praise etc.

### **Motivational Theories that can accelerate the Wheels of Productivity in an Organisation**

Many theorists have suggested varied theories on what motivated people and these theories can be encapsulated into three broad categories. They are; content, process and reinforcement theory.

**Content Theories:** content theories of motivation focus on particular needs that motivate an individual to act in certain way. The theory is based on the notion that people are pushed by the urge to satisfy certain needs. It is usually interested in finding out the factors that motivated the people. Maslow Hierarchy of needs, Herzberg's factio theory, McClelland needs theory and equity theory of motivation.

#### **Maslow's Hierarchy of Needs Theory**

This theory was propounded by Abraham Maslow and is popularly referred to as the hierarchy of needs theory. It is the most popular of the content theories and is based on the belief that people are motivated by five needs that are hierarchical. The satisfaction of lower-level need leads to the thirst for the satisfaction of higher-order needs. It is also needs that have not been satisfied that can influence the behavior of people. At the lowest level are the physiological needs that include things like food, sex, shelter, water, air etc. in the organization, these needs are satisfied by good salaries and good working conditions.

The next stage is the security needs, this include freedom from physical danger, fear and pain. The organization can take care of these needs through job security, insurance, schemes, good retirement benefits and safe working environment. The third stage is Belongingness of needs; this relate to people's desire for social belonging, friendship, love, and affection.

This need can be provided for in the workplace by encouraging social interaction among workers and giving the workers a sense of belonging in the workplace through the Human Relations Approach to Management. The esteem need comes next, this is the need to be respected by other workers and also have self-esteem. The organisation can take care of this need by adopting an equitable appropriate reward system, good job titles and giving employees challenging job responsibilities.

The final stage is the need for self-actualization. At this level, the worker needs to feel fulfilled and full. This comes from the feeling that one has realized his full potentials. The organization can help the worker in realizing this need by involving him in decision – making and creating a clear career path for all employees to realize their full potentials (Maslow, 1954). While Maslow's theory has been accepted by many, managers has been helpful, some others have criticized it for certain shortcomings. First, the arrangement of the need in a hierarchy has been criticized for its rigidity. It is argued that some of the needs may occur simultaneously while individual references dictate which of the needs that are considered important. For instance, while some people are motivated by money, others are not motivated by it. The theory also fails to consider the influence of culture, religion, education and background which was not taken into account. To a large degree, Maslow's ideas help us to understand that everyone has a basic need that must be satisfied. Despite this shortcoming, the theory is relevant to managers who are desirous of motivating their workers for higher productivity.

#### **Herzberg's Two Factor Theory**

The two-factor theory resulted from a research conducted by Fredrick Herzberg, Bernard Mausner and Barbara Snyderman etc. Herzberg and his associates were interested in

establishing the relationship between job and productivity. They asked the participants to record time when they felt exceptionally good and time when they feel exceptionally bad about their jobs. They were equally asked to state the factors that were responsible for the two extreme feelings. The findings of the research were indeed very interesting. It completely discredited the widely held notion that satisfaction and dissatisfaction were different sides of the same coin. The participants identified completed different work conditions for the two findings. The absence of what made a worker happy with his job does not necessarily make him unhappy with the job. Likewise remedying the condition that makes him feel very unsatisfied with his job, may not necessarily make him feel satisfied with it. It is based on this that, Herzberg postulated that variables that determines motivation and satisfaction on the job are different from the variables that causes dissatisfaction and lack of motivation.

Herzberg (1959:82) states that the two separate and distinct variables that caused satisfaction and dissatisfaction are known as the two factors model. The factors that lead to satisfaction were labeled satisfiers, while those that lead to dissatisfaction were labeled hygiene factors or dissatisfies. The satisfiers relate to the job content while the motivators are intrinsic, job enlargement and job enrichment. Job enlargement refers to the number of operation a worker performs in a job cycle. It is related to hygiene factors. Worker desires job enlargement in order to make their job more challenging and less monotonous. It is therefore suggested that managers who desire to motivate their workers should enlarge their job. Job enrichment on the other hand refers to the amount of responsibility given to a worker in the work place. Job enrichment is related to motivator because it is concerned with work content.

### **McClelland's Need Theory**

David McClelland, a psychologist developed this theory through the use of the Thematic Apperception Test (TAT). The basis of the theory is that people acquire three important needs as they grow up in life, i.e. needs for achievement, need for affiliation and need for power. McClelland D. (1963:126) in identifying an individual's need, he argued that if you want to find out what a person's mind, don't ask him because he can't always tell you. The degree to which an individual is motivated by these various needs differ from person to person.

**Need for Achievement:** -this is the drive to transcend, the desire to do something better than it has been done before. It is the drive to accomplish in relation to set of standards people with such need enjoy challenge, plan ahead, are driven to endeavor to succeed, are more concerned with personal achievements than rewards for success, they are risk takers, and often work with deadlines and they want to know how well they are doing through concrete feedback. This is like Maslow's esteem needs. People that possess this attributes will be highly motivated. Such people can be said to do well on their own than when they are working in large organizations. They prefer working harder in their various departments/section than the overall organization and such love how well they do than influencing other to do well.

**Need for Power:** this is the need to make others behave in a way that would not have otherwise. It is the desire to control, influence or be responsible for other people. Such people are usually quiet, fluent, have strong speaking skills, autocratic in decision making. It is like compulsion. Hence, the higher the level of an individual in the v organization, the greater the person's power motive.

**Need for Affiliation:** - It is the need or desire by individuals to be accepted by others. In other words, it is the need for friendly and close interpersonal relationship by establishing and maintaining relationships. It is the desire for association and harmony. People with a high need for affiliation are good organizational materials because since they value team work, they can function well in the group.

### Equity Theory

Equity trust of motivation was developed by J. Stacy Adams and he studied the worker's perception of fairness or equity of the organizational reward system. Equity theory is based on the concepts of fairness and equilibrium. It is Adams contention that workers are motivated to seek equity in the rewards they receive in the workplace based on their performance. A worker compares the ratio of his job outcome or rewards and then compares it to that of a co-worker. The co0worker is usually somebody doing practically the same work. The result of the person may result in any of three things:

- a. The worker lay feel equitably rewarded
- b. He may feel under-rewarded
- c. He may feel over-rewarded

The ratio of a comparison between a person's inputs to outcome is called a reference ratio. A worker who feels under rewarded normally tries to reduce the inequity in two main ways. He may reduce his effort or he may also try to get a pay raise in order to make two ratios equal. On the other hand, the worker who feels over-rewarded may increase his effort (inputs)to match his output. It must be noted that the comparisons are highly subjective and depends on the worker's perception of his input-output. This is more so when the person doing the comparison is also involved. This leads to a high rate of productivity. The equity theory is important in organizational reward system since workers can never feel satisfied, no matter the outcomes "reward" unless they feel that the reward is equitable.

### Strategies for Effective Motivation of Human Resources so as to accelerate the Wheel of Productivity in Nigerian Organizations

In motivation of employees in public and private organization in Nigeria, the following factors/issues should be considered: these factors are great motivators:

1. **Job security:** - Employees want to feel secure and would for that reason prefer low paid job to that of the higher paid job that is not permanent in nature.
2. **Praise and Recognition:** - Wherever an employee accomplishes a job successfully, he expects praise from the management or reward. In doing so, you encourage him to do better in subsequent time.
3. **Sense of belonging:** - the main function or characteristics in induction of a few employees in the organization is to make him feel part of the whole and to be accepted and recognized as a member of the team building the organization, but if the organization makes him feel not part of the system, he gets dissatisfied and disappointed.
4. **Competition:** - when done properly, competition can be a good motivator for the employee because it encourages creativity and initiatives better performance and improve productivity.
5. **Employee Participation:** - making the employee participates in a major operations of the organization such as meetings, conferences and various committees in the organization are for developing the employee and can be a strong instrument for motivation. Participation in decision making process of the organization can stimulate

employee interest for greater productivity, provide job satisfaction and also creates in him a feel of importance.

6. **Promotion:** - promotion ordinarily is referred to as a process of giving somebody a lift in position. But in a more practical sense, it designates a chance within an organization, which an employee enjoys as he moves to a higher position for a greater responsibilities and higher wage. So as that status increases, so also the salary or pay status rises.
7. **Training:** - training may be regarded as processes by which the capabilities and skill of an employee are developed as to enable him perform more effectively on the job assigned to him. Training is also important because it gives workers the knowledge of the job. Full and proper training gives workers fresh interest in their jobs, it increases their opportunities for doing things, it gives them pride in their work and increases their opportunities for promotion. Hence, training is a motivator.
8. **Welfare Services:** - welfare means a condition of having good health, comfortable living and working condition. Welfare services in relation to management of people implies those facilities provided by the employers to the employee, in addition to the salary he receives which he makes his life worthwhile and enjoyable. They include transport, free housing, medical services, recreation facilities etc.

## CONCLUSION

Organisation can indeed provide her employee rewards that are comparative in the actual fact in material terms to that provided by other organisations and yet fail to motivate employees for greater performance. This may result from the fact that most of their needs are fairly satisfied. However, it is pertinent to note that staff motivation involves the consideration of so many variables. This is because human beings have different motivation needs and desires. This implies that what motivates people depend on many variables; the person's needs, desire or aspirations, the situation, the circumstance etc. hence, people's motivation is function of so many variables.

Be that as it may, it is pertinent to point out that despite the differences in the motivational needs, hence there is need for a programme of career planning aimed constantly at helping the worker realize and attains these goals, which are in consonance with the organisation goals. By so doing, the workers are stimulated to think and act innovatively and also to work hard. This helps to improve the productivity of workers, individually and collectively. If managers also follow the outline steps in the motivational attempts, the problems inherent with motivation will be conquered and employees will then move by their own free will, instead of being forced. The work environment will become a much healthy place for both organisation and the employees.

## RECOMMENDATIONS

The following recommendations were made as solution to enhance the motivation of human resources so as to accelerate the wheel of productivity in Nigeria organizations.

- i. **Housing scheme:** considering the housing needs of employees, the organization should take serious look at the issue of employees housing scheme by reverting to the house loan scheme. To this end, certain amounts of money should be advanced to the workers especially the males, based on their salary grade level as housing scheme loans, to enable them build houses at their respective area. This loan can be deducted from their salaries on monthly basis with pocket friendly interest rate charges. The

- government should also enact legislations as regards housing to protect the downtrodden among the public and private workers.
- ii. Take-home-pay**  
Policies directed at increasing the take home pay of workers should be formulated by the government. It is from this take-home-pay that employees address their need problems since it is a known fact that employees have no other source of income to make up for deficient pay of the organisation. Their salaries and wages should be structured or periodically reviewed.
- iii. Opportunity for Advancement and Promotion**  
In every organisation, there should be advancement; this in a great way adds impetus to workers. There should be provisions for periodic promotions based on merit and seniority. More so, employees should be granted study leaves with pay. This will enable them develop their skills and talents to perform better on their jobs and prepare item for higher responsibilities.
- iv. Appointment of Qualified Staff**  
Qualified individuals either by training or by experience should be appointed into management positions. This is to ensure that right, appropriate and good management policies are made and implemented.
- v. Awards and Gifts/Prizes**  
Awards and gifts should be given to well deserving employees who put in their very best for increased productivity in the organisation.

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