

MOTIVATION AND WORKERS' PRODUCTIVITY IN THE COLLEGE OF NURSING AND MIDWIFERY, YOLA, ADAMAWA STATE-NIGERIA

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ABSTRACT

Motivation is crucial for organizations to function; without motivation employees will not put up their best and the organisation productivity would be less efficient. The situation is even more serious in developing countries like ours where working conditions are unattractive which currently leading to brain drain. It is in view of this that this study was conducted to assess the impact of motivation on employees Productivity in College of Nursing and Midwifery Yola. The populations of the study were 230 workers. 200 was selected through purposive sampling techniques and out of which 150 were returned for analysis. The study used descriptive statistics (frequencies, mean, and percentages) to answer the two research questions posed for the study. The result obtained from the analysis showed that there existed relationship between intrinsic motivation and the productivity of employees while no relationship existed between extrinsic motivation and employees' productivity. The study revealed that extrinsic motivation given to workers in an organization has no significant influence on the workers performance. The effects of poor motivation on work productivity are absenteeism, low output and high labour turnover. The study therefore, recommended that management should concentrate on monetary reward to boost the morale of employees and employers should rethink pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees to high productivity.

INTRODUCTION

Efforts have been made to get workers to come on time and work maximally for their pay. However, workers alone should not be held responsible for low productivity. There is need on the part of management to motivate workers. When workers are properly motivated, then they will be in a position to put in their best in their various organizations. In the word of Atkinson (1964), motivation has no fixed meaning in contemporary psychology.

However, staff motivation started in Nigeria in 1950. It has also started in many other African countries with the introduction of wage employment. Before this time, forms of motivation also existed. The major occupation of Africans was farming. The father, who is the head of family affairs, controls the entire farming activities. He uses his immediate family members on the farm hence needs no formal motivation. But in order to ensure more productivity, he provides for the basic necessities of his households physiological need such as food, shelter and clothing, as well as care for them with his best.

In the 19th century, commercial activities were introduced. People were being paid for services rendered. Therefore, many left the farm and engaged themselves in the commercial activities and were motivated by various factors and also faced a lot of challenges then. On these notes therefore, this piece of work looked at investigating the effects of motivation on worker's productivity.

Statement of the Problem

The productivity of organizations and employee motivation has been the focus of intensive research effort in recent times. How well an organization motivates its workers (Intrinsic or Extrinsic) in order to achieve their mission and vision is of paramount concern. Employers in both private and public organizations are becoming increasingly aware that motivations increase productivity. From the foregoing, and looking at today's economic trend, it is evident that the pace of change in our business environment presents fresh challenges daily. Despite these, no research work has targeted to investigate the influence of extrinsic and intrinsic motivation on employee's productivity in Nigeria. Existing studies in Nigeria, aimed at the effect of motivators and hygiene on job productivity by Jibowo (2007). Related studies on this study was on influence of monetary incentives and its removal on productivity (see Bergum and Lehr's, 2004). Of these studies in Nigeria, very few assessed the influence of Extrinsic and intrinsic motivation on employees 'productivity on manufacturing sub-sector of the economy. Moreover, scanty studies have been done on motivation in Africa e.g. Centres and Bugental, 2007), Daniel and Caryl (1998) in Kenya, Akerele (2001) did not cover indeed, the areas that the objectives of this work covers. To this effect, this study attempts to empirically analyse how extrinsic and intrinsic motivational tools can be used by the College of Nursing and Midwifery Yola to effectively derive plans for growth and development.

Objectives of the study

The general objective of the study is to investigate the place of motivation in increasing organizational productivity among Adamawa State College of Nursing and Midwifery Yola staff. The specific objectives are to:

- i. Determine the effect of extrinsic rewards and employee's productivity.
- ii. . Determine the effect of intrinsic rewards and employee's productivity.

Research Questions

- i. What is the effect of extrinsic rewards on employee's productivity?
- ii. What is the effect of intrinsic rewards on employee's productivity?

Hypothesis

1: Application of extrinsic rewards does not have significant relationship on the employee's performance in Adamawa State College of Nursing and Midwifery, Yola from 2010-2019

Scope and Limitation of the Study.

This research work is circled around examining the Impacts of Motivation on Worker's Productivity: A Study of Adamawa State College of Nursing and Midwifery, Yola from 2010-2019.

Literature Review

Motivation refers to the activation, direction, intensity and persistence of human behaviour and the manner in which this behaviour is sustained towards reaching a desired goal. Greenberg and Baron (2003:190) define motivation as "the set of processes that arouse, direct, and maintain human behaviour towards attaining some goal." This view is reiterated by Robbins et al. (2009: 144) who defined motivation as "the process that accounts for an individual's intensity, direction, and persistence of effort toward attaining a goal". The ingredients of motivation lies within all and the internalized drive toward the dominant thought of the moment (Rabby 2001). Motivation directly links to individual productivity that gain to organization productivity and as a catalyzer for all individual employees working for an organization to enhance their working productivity or to complete task in much better way than they usually do. Organization runs because of people working for it, and each person contributes toward achieving the ultimate goal of an organization. Panagiotakopoulos (2013) concluded that factors affecting staff motivation at a period where the financial rewards are kept to the least leads to stimulate employee productivity. So, management personnel's responsibility to motivate their employees to work as per the expectation to enhance the organization's productivity. Aguinis et al. (2013) stated that monetary rewards can be a very powerful determinant of employee motivation and achievement which, in turn, can advance to important returns in terms of firm-level productivity. Garg and Rastogi (2006) identified the key issues of job design research and practice to motivate employees' productivity and concluded that a dynamic managerial learning framework is required to enhance employees' productivity to meet global challenges. Vuori and Okkonen (2012) stated that motivation helps to share knowledge through an intra-organizational social media platform which can help the organization to reach its goals and objectives. Den and Verburg (2004) found the impact of high performing work systems, also called human resource practices, on perceptual measures of firm productivity. Ashmos and Duchon (2000) recognizes that employees have both a mind and a spirit and seek to find meaning and purpose in their work, and an aspiration to be part of a community, hence making their jobs worthwhile and motivating them to do at a high level with a view to personal and social development.

Mason, (2001) Motivated employees are of great value because;

- i. They are efficient, effective, focused and committed to the organizational mission and goals.
- ii. They often experience higher job satisfaction.
- iii. They are less frequently absent from work.
- iv. They deliver higher levels of productivity and productivity.
- v. They tend to work harder when workplace demands are high.
- vi. They are loyal to the organization, resulting in low staff turnover.
- vii. They deliver high levels of service which leads to greater satisfaction.

Dimensions of Motivation that Enhance Workers' Productivity

Training

Training refers to “the systematic accretion of skills, command, concepts or mind set leads to improve productivity” (Lazazzara and Bombelli 2011:45). Baldwin et al. (1991) indicates that individuals with higher pre-training motivation on the basis of their willingness to attend training have greater learning outcomes as compared to individuals having lower pre-training motivation. Developing employees' self-worth can promote attachment, loyalty and enthusiasm. It should also make the majority of employees keen to structure their learning and development so that it meets organizational needs. As a result, the organization will develop an ideal atmosphere for learning and growing. In the today's competitive world, every organization wants to achieve competitive edge over their competitors and be impossible to achieve without employee involvement, which forces management to motivate their employees by different means.

Monetary incentives

One of the major problems facing most employers in both public and private sector is how to motivate their employees in order to improve productivity. Economics is largely based on the assumption that monetary incentives improve productivity. It is generally believed that effect of monetary incentives is unambiguously positive a large monetary incentive improves employee productivity. The issue of employee productivity cannot be over emphasized. Monetary incentives can be diverse while having a similar effect on associates. The purpose of monetary incentives is to reward employees for excellent job productivity through money. Research shows that desired monetary incentives differ for employees based on career stage and generation. Since human resource is the most valuable resource of any organization, it must activate, train, develop and above all motivate in order to achieve individual and organizational goals.

As summarized by Park (2010), monetary incentive acts as a stimulus for greater action and inculcates zeal and enthusiasm toward work, it helps an employee in recognition of achievement. Likewise, Beretti et al. (2013) discussed that monetary incentives used to build a positive environment and maintain a job interest, which is consistent among the employee and offer a spur or zeal in the employees for better productivity. For reason, monetary incentive motivates employees' and enhance commitment in work productivity, and psychologically satisfy a person and leads to job satisfaction, and shape the behaviour or outlook of subordinate toward work in the organization.

Job transfer

A work transfer is a way to help an employee gain wider and broader experience within the organization. Often it is more available than a [promotion](#) because fewer employees inhabit each successive layer as they rise up the [organization chart](#).

As [managers](#) look for ways to help employees continue to develop their skills, experience, and knowledge about the business, a transfer is an option to consider. When working with a [Productivity Development Planning](#) (PDP) process, along with promotions, a transfer provides an opportunity for an employee to learn and grow.

A [transfer to a different job](#) at work is a sign the organization cares about and will provide opportunities for the employee's development, one of five factors employees say they [want to obtain from work](#).

Job satisfaction

There is a growing need among managers to understand issues concerning organisational job satisfaction. In (2011), Parvin and Kabir studied the tested factors affecting job satisfaction for pharmaceutical companies and described job satisfaction as how content an individual is with his or her job, and viewed job satisfaction as not the same as motivation, although clearly linked. Similarly, Pantouvakis and Bouranta (2013) indicated job satisfaction as a consequence of physical features and as an antecedent of interactive features. Wickramasinghe (2009) concluded that gender and tenure are significant in job satisfaction measurement. So here it can be said that job satisfaction is often determined by how well outcome meet or exceed expectations. For example, a good work environment and good work conditions can increase employees job satisfaction and the employees will try to give their best which can increase the employee work productivity.

Promotion

If an employee feels stuck in their current position and sees no prospect of advancement, it can lead to a feeling of resentment toward the company and their job. In such circumstances, these workers may begin to search for other employment opportunities. One of the ways you can prevent this is by encouraging [employee motivation](#) through internal promotion. Not only can internal promotion motivate and engage individual employees, but it can also help your organizations.

A study by García et al. (2012) identified that perceptions of promotion systems affect organizational justice and job satisfaction. Likewise, Koch and Nafziger (2012) specified that promotions are desirable for most employees, only because they work harder to compensate for their “incompetence.” As a result, promotion at regular interval of time has an optimistic approach behind and they are generally given to satisfy the psychological requirements of employees in the organization.

Achievement

Achievement motivation shows individuals' interest in better working, effectively organizing work place, solving work-related problems, increasing work amount and job quality and competing for better choices. In other words, it manifests itself in interest in doing better and effective work than ever. Staff's achievement motivation is important in organizations as individuals with high achievement motivation have more movement toward some degree of work competencies in doing their work. Also, one's quality of working life shows his/her sense of organization, it is important in all levels of staff's productivity. As a factor positively affecting working life and organizational effectiveness, the quality of working life has a direct effect on developing staff's productivity. High quality of working life is needed for recruiting and maintaining motivated staff.

Working conditions

Organizations that create the best work conditions frequently advertise the employee care as a part of organizational culture. Working conditions are, that is to say, not only physical conditions such as light, space, colours, noise etc.; conditions influence environment in terms of psychological well-being. Though work environment and work conditions are some of the rudimental

determinants of work productivity, they are constantly underestimated by many organizations. Work environment, in a nutshell, not only contributes to higher productivity of employees, but also influences motivation of employees. Working environment influences a person in his/her work, work process, hence outcomes of work, interest in the outcomes, and frequently influences private life of a person as well. If organizations resign to constantly improve and positively influence the workers, working environment, work roles, relationships in the work groups and perhaps also the needs of workers, then they cannot expect the workers to achieve long-term quality outcomes.

Appreciation

We've all heard the expression about the carrot and the stick when it comes to motivation. In short, by dangling a carrot in front of a rabbit's face, it's possible to motivate them to follow a specific path with the ultimate goal of getting the reward the carrot. Employee rewards and recognition programs that acknowledge employee contributions to the company's goals and show appreciation for their efforts are necessary for a high-performing workplace, happier employees and reduced turnover. Simply put, the importance of a rewarding employees in an organization is that it spurs people to work harder and be more productive. There is a saying that "people will always work harder when they know they are appreciated," and research backs it up. In fact, as more Millennial and Generation Z workers enter the workforce, the importance of a reward system to increase motivation is becoming even greater.

Job security

Over the past few decades, challenges in organizations have resulted in organizational and structural changes, such as mergers, acquisitions, and downsizings. These changes, coupled with the recent global economic crisis, have led to increased unemployment and caused employees to feel insecure about their jobs. Job insecurity refers to the perceived uncertainty about the continuity of one's employment. Even if the global economy bounces back, job insecurity is expected to remain a continuing threat to employees whose jobs are being replaced by automation, robots, and artificial intelligence. In line with this trend, there is extensive research on the effects of job insecurity on employee and organizational outcomes.

Employees who settle into a long-term position are likely to achieve their career goals, and this will positively affect their personal lives and financial situations. ... That said, job security is best used as a motivator when people see a direct correlation between their productivity and their future with an organization.

Recognition

Employee recognition is one of the keys to successful employee motivation. Employee recognition follows trust as a factor in employee satisfaction with their supervisor and their workplace. Informal recognition, as simple sometimes as saying thank you and please, should be on every employee's mind every day. According to Candi et al. (2013), a growing recognition of the opportunities of innovation is through experience staging. [Employee Motivation](#) is the key to happy and satisfied employees. [A happy workplace has higher productivity](#) and [higher productivity](#) generates higher revenue in return. [Employee productivity](#) is a measure of employee retentively and empowered employees with a happy workplace and work collaboration at the

workplace. Employers today do come up with a variety of employee motivation ideas to motivate team spirit, social networks and interaction at work. They also encourage picnics award ceremonies, star employee appraisals and many other strategies in place but we often ignore the fact that the simplest strategy is employee motivation. Employee Motivation can be by awards, social team outings, praise and points for high performers. Recognizing high performers and awarding them is the best tool to high employee productivity and productivity. Mahazril et al. (2012) concluded that rewards and recognition and communication may motivate them to work. Recognition enhances the level of productivity and productivity at job whether it is a first-time productivity or a repeated action at the job in a progressive way and ultimately reinforces the behaviour of employee.

Social opportunities:

Motivation has been the buzz word especially in the field of operations Management and Human Resources. The Herzberg's two factor theory and Maslow's Hierarchy of needs theory have been the very basics of Management in all walks of life and practiced day in and day out to get the desired results. Management Experts, professionals, Teachers, Leaders, Psychologists and many more have used the motivation techniques to mould the behaviour and get the desired results. Coming across an organization where the concept of motivation would not work as expected was a startling revelation for the authors. Fear of failure of learning or doing was not what deterred the subjects from getting motivated. The lure of financial and non-financial benefits also could not motivate them. A number of papers have been written on „why“ and „when“ motivation fails to produce the desired results and analyze the reasons for such failure. Once the reasons are known, corrective measures are taken and the situations are rectified.

THEORETICAL FRAME WORK

Equity theory (Adams, 1963; in Harder, 1991; in Robbins, 2003; in Kinicki and Kreitner, 2003) and Expectancy **theory** (Vroom, 1964 in Harder, 1991; in Isaac et al. 2001; in Robbins, 2003), become compactible for this study.

Equity Theory

Robbins (2003) and Adams (1963; 1965, in Harder, 1991) explain that the equity theory is a theory that canters on perceived fairness of an individual. An employee reflects on how much effort he has expended and compares this to what he has got from it. After this individual evaluation of his input-output ratio, he will compare his ratio to the input-output ratios of others, especially the direct peers. If the employee considers his input-output ratio to be equal to ratios of other relevant employees, a state of equity exists. In this situation of equity, the person is seemingly content and will not act to imbalance the condition (Cosier and Dalton, 2003). Naturally, when an employee perceives unequal ratios between him and his counterparts, there will be a state of inequity. The equity theory is concluded for the study because it is interesting to see how employees compare themselves to each other. Important is that equity theory shows that beliefs, perceptions, and attitudes influence motivation. Employees are motivated powerfully to correct situations when there is a perception of inequity present. On the other hand,

Expectancy Theory

Expectancy theory refers to a set of decision theories of work motivation and performance (Vroom, 1964; in Ferris, 2007). Perception plays a central role in expectancy theory because it emphasizes cognitive ability to anticipate likely consequences of behavior (Kinicki et al., 2003). As said by Vroom (1964; in Kopfi, 2008), the expectancy theory has two major assumptions. The first assumption is that individual persons have perception about the consequences that result from their behavioural actions, and the causal relationship among those outcomes. These perceptions, or beliefs, are referred to as expectancies. The second assumption is that individual persons have effective reactions to certain outcomes. Affective reactions reflect the valence (Positive or negative value individuals place) of outcomes (Kinicki et al., 2003).

According to the expectancy theory, individual will be motivated to perform by two expectancies (Ferris 2007; Isaac et al., 2001). The first expectancy is the probability that the effort put forth will lead to the desired performance. The second expectancy (also referred to as instrumentality) is the probability that a particular performance will lead to certain preferred outcomes. When the probability of some effort will not be rewarded, the employee will not be highly motivated to perform a certain task. External rewards are viewed as inducing motivational states that fuels behaviours, as opposed to intrinsic motivators, where behaviours are derived from internal forces such as enjoyment of the work itself because it is challenging, interesting, etc. (Isaac et.al, 2001).

Empirical Review

Rewards that an individual receives are very much a part of the understanding of motivation. Research has suggested that rewards now cause satisfaction of the employee to be affected, which directly influences the productivity of the employee. In the study carried out by Jibowo (2007) on the effect of motivators and hygiene on job productivity among a group of 75 agricultural extension workers in Nigeria. The study basically adopted the same method as Herzberg et al. (1959) and it shows some support for the influence of motivators on job productivity.

Bugental (2007), they also based their research on Herzberg's two-factor theory of motivation, which separated job variables into two groups: hygiene factors and motivators. They made use of sample of 692 subjects to test the validity of two-factor theory. And it was discovered that at higher occupational level, —motivators or intrinsic job factors were more valued, while at lower occupational levels —hygiene factors or extrinsic job factors were more valued. From this work they concluded that an organization that satisfies both intrinsic and extrinsic factors of workers get the best out of them. Another study carried out, which is of importance to this research, is that of Wood (1974). He investigated the correlation between various workers attitudes and job motivation and job productivity using 290 skilled and semi-skilled male and female paper workers. The study revealed that highly involved employees who were among intrinsically oriented towards their job did not manifest satisfaction commensurate with company evaluations of productivity. They depended more on intrinsic rewards as compared to those who were more extrinsic in orientation. Also, in a related study, Kulkarni (1983) compared the relative importance of ten factors such as pay, security, etc. which are extrinsic to the job, and other intrinsic factors like recognition, self-esteem, responsibility etc among 80 white collar employees. And it was hypothesized that higher value will be placed on intrinsic rather than extrinsic job factors. Data was obtained through personal interview in which individuals were asked to rank each factor according to its importance. The result did not uphold the hypothesis and it shows two

extrinsic factors adequate earnings and job security as the most important. Also, it was found that there was no consistent trend between the findings of this study and similar studies using blue-collar workers, except in ranking of adequate earnings and job security. The above are empirical works carried out by different researchers in the areas of rewards and productivity. However, the question is —what magnitude of productivity variation can reward both extrinsic and intrinsic taking into consideration the argument and counter argument on the consequences of typing reward to productivity.

Research Methodology

Research design: the survey research design method was used in this study. It involves using a closed-ended questionnaire in collecting data from the respondents. This method was chosen in order to make references to phenomena as they exist in real life and it is relatively economical in terms of time and resources. The college for Nursing and Midwifery Yola has a total population of 230 out of which the researcher drew a sample size of 200 to conduct this research. This is to enable a wider coverage of the study population to ensure precision, justified and a scientifically based data used in analysis. These consist of all the staff senior, junior, academic, non-academic and casual workers respectively. Out of the 200-questionnaire distributed only 150 were returned and duly completed. Data are analysed using descriptive statistics such as frequencies, percentages and tables used for the analysis of the research questions

Study Area

In 1975 the North-eastern government established the School of Midwifery Yola. The College started with fourteen (14) students under the leadership of Mrs. E. N Magaji who was the first principal. A year after, in (1976) the Northern and Eastern state was sub-divided into three states with Yola becoming the capital of Gongola State which is now Adamawa State. The Gongola state government established another school named School of Nursing Yola which started with fifty-two (52) students and had Alhaji Abba Kura Mubi as the pioneer principal, a vice principal, and six academic staff. In the same year, the two schools were merged to become School of Nursing and Midwifery Yola. The school has its mission and visions as follows: To have safe, effective and efficient Nursing and Midwifery service delivery to individuals, families and communities within and without the state. To also train nurses and midwives which will be able to render quality services to the larger population and also to train and employ techniques and environment that modifies knowledge, attitudes and skills of trainees so as to contribute positively to global health and best practices

Data Analysis and Discussions

This study employed the use of frequency distribution tables and percentages in analysing the data collected. **Table 1. Gender Distribution of Respondents**

Gender	Frequency	Percent %
Male	108	72
Female	42	28
Total	150	100

Source: Field work 2021

The table shows that out of 150 employees interviewed, 72% were male and 28% were female. This disparity suggests that decisions and policies concerning motivation were likely to be skewed towards the welfare of male staff. This can lead to dissatisfaction and disgruntlement among female staff which affect their performance considerably. On the other hand, morale on the part of male workers is likely to be high since they are dominating in decision making and may back decisions that will boost their morale.

Table 2. Age distribution of the respondents

Age distribution	Frequencies	Percentage%
20-30 years	28	18.7
30-40 years	58	38.6
40 -50 years	48	32
50- 60years	16	10.7
Total	150	100

Source: Field work 2021

From the Figure above very few respondents of the College were in the range of 50+ years and above. Ten (10.7) per cent of the respondents fell within this category. Age more often than not, comes with experience, the college which in an academic institution such is needed to handle challenging task such as supervision of graduates etc. The 89.3% constituted the youthful age and this means the institution has future, since every organization survival depends on the future generation.

Table 3. Educational Attainment of Respondents

Educational Level of Staff	Frequency	Percentage
Others	24	16.0
First School Leaving Certificate	11	7.4
SSCE/Equivalent	13	8.6
Diploma	32	21.3
Degree / Masters and above	70	46.7
Total	150	100

Source: field work 2021

The successful development of any institution depends on capabilities of her human resource base. The educational level of the people determines to a large extent the nature of responses and their understanding of the issues at stake. The ability of workers to combine different methods especially modern technology to improve their productivity at work and hence their output will be very high. Data gathered from the field indicate that out of the 150 people interviewed, at least 70 had first degree; hence their ability to analysis issues may be high. A higher institution of learning must need staff who are competent in their field to be able to carry out effective teaching and assessment of students so that they can also contribute their quota to the national development. In proportion, the statistics showed that 53.3% of the workers interviewed have certificates less than a degree and would be able to handle those jobs that needed low skills. Since a university is a higher institution of learning, much of the work demands people with higher qualification and the 46.7% of the workers interviewed have university degrees that enable to handle difficult task.

The implication of the above educational level of workers indicate that there would be positive impact on the organization, since the level of education determines the people's ability to coordinate and influence subordinates to be committed to the activities of the organization. If educated people are able to exercise their rich experience accumulated for so 40 many years at work and in schools, the workers will be able to achieve a common goal. A high educational level will enable management to promote worker's productivity. Similarly, education and development is expensive and workers who sacrifice their scarce to upgrade their skills will demand motivational packages commensurate with their status. For instance, senior members (Master's and PhD holders) may demand better remuneration and incentives than senior and junior staff.

Table 4. Respondent's cadre

Responses	Frequencies	Percentage (%)
Managerial Cadre	38	25.3
Academic	35	23.3
Non Academic (Junior)	43	28.7
Casual	34	22.7
Total	150	100

Source: field work 2021

From the analysis above it is clearly shown that 43 of the respondents which constitutes 28.7% of the total respondents are Non-Academic staff, who fell in either the category of Senior Non-academic or Junior staff. 38 respondents standing at 25.3% are management staff, 34 (25%) of the respondents (employees) of the College are casual workers while 35 of the respondents standing at 23.3% are Academics. This means that the research is able to capture all and cuts across board to obtain the view of the employees on which factor motivates them most

The implication of these on productivity are manifold. The junior category which formed the majority of the working population in the College is captured. This of course will unravel to find out whether they are either poorly motivated, not motivated at all or otherwise. This is also to buttress the fact that a motivated person is best fit for the goals that he/she wants to achieve, as he/she is fully aware of its assumptions

Table 5. Intrinsic incentives that enhances productivity in the college

Preferences for Monetary Rewards	Frequency	Percentage
Pensions	23	15
Pay benefits	19	13
Travelling allowance	19	13
Car loans	19	13
Rent subsidy	19	13
Beneficial loans	18	12
Bonuses	14	9
Free water supply	14	9
Paid vocations	4	2
Others	1	1
Total	150	100

Source: Field Survey 2021

Bassett-Jones and Lloyd (2005) suggests that the content, assumed a more complex interaction between both internal and external factors, and explored the circumstances in which individuals respond to different internal and external stimuli such as monetary rewards. The table above shows that out of the 150 questionnaires administered, 15%, 13%, 12% and 9% representing pension, and free water supply, car loans, travelling allowance, rent subsidy, 49 beneficial loans and free water supply respectively. From the point of view of Baldin (1991), preferences for rewards vary among individual or organization. The primary focus according to McGregor (1960) in his analysis agrees with other views on how and why questions of motivation, how certain behaviour starts, developed and sustained over time. In line with that analysis, Boeree (2006) opined that human behaviour in general is dynamic and could affect the individual's personal attitude as well as factors surrounding that individual. These exogenous factors emanate from the environment in which the individual operates and generates stimuli to employees.

Table 6. Non-Monetary rewards that motivates and enhance productivity in the college

Categories of extrinsic rewards	Frequency	Percentage
Job Security	16	10.7
Promotion / Growth	15	10.0
Appreciation for work done	16	10.7
Physical Environment	17	11.3
Work Content	16	10.7
Relationship with Co-workers	17	11.3
Achievement	5	3.3
Organization Policy	16	10.7
Intellectual Challenge	16	10.7
Training for Professional Development	16	10.7
Total	150	100

Source: Field Survey 2021

There are non-monetary rewards that play a central role on worker motivation and their productivity in the public sector. The 150 respondents that were interviewed placed equal role on job security, appreciation for work done, work content, organization policy, Intellectual challenge, and training for professional development. The six issues mentioned here were priced by 64.2% of respondents as the most valued non-monetary rewards. From the table above, achievement is the least rewarding and the implication is that workers did not regard their fulfilled task as reward and which represented 3.3 % of the respondents. The six issues with equal percentages of 10.7 in combination represented 64.2% are things that workers felt that are needed to simultaneously rewarding workers. However, physical environment and relationships with co-workers each percentage is 11.3% and in terms of complementary percentages is 22.6%. In terms of combined rewards, management need to institute policies around these six rewarded issues which have an equal percentage.

The implication for such statistics for manager's and management of the college who want to motivate their employees would include these activities but should be evenly distributed and that staff views such non-monetary rewards equally. In addition, management should recognize good work from staff to motivate them give their best. On reaching this understanding and believing that employees are naturally motivated, the College for Nursing and Midwifery can simply

provide the environment for their motivation to be enhanced and improved as supported by Baron (1983) in his assessment of large organisations. It means that if the College environment is better and a good working atmosphere provided, staff will be motivated. This confirms Lawler's (2003) argument that different theories questioning why people prefer certain careers, why they seek particular rewards and why they feel satisfied or dissatisfied with their work and rewards are inextricably linked.

Table 7. Impacts of work motivation

Impacts of Motivation in the College	Frequency	Percentage
Encouragement	122	81
Job satisfaction	18	12
Not important	9	6
Indifferent	1	1
Total	150	100

Source: Field Survey 2021

The role of motivation in both the private and public sector have been emphasized by people who preceded Maslow. This revelation is succinctly supported by the statistics above. Out of the 150 respondents, 81% contend that encouragement is important to them. Conversely, a marginal 12% and 6% of the respondents argued that motivation and job satisfaction respectively is important. This observation supports the arguments by Smith (1994). This is due, in part, to the fact that what motivates employees' changes constantly as indicated by (Bowen and Radhakrishna, 1991). In line of this exegesis, Kovach (1987) suggests that as employees' income increases, money becomes less of a motivator. In addition, as employees get older, interesting work becomes more of a motivator and verbal encouragement becomes a catalyst that accelerate and energize staff. There are many aspects of motivation in the College that when a person is motivated by those aspects, they may not necessarily motivate another person because there are many different factors that affect motivation for different level employees judging from the unfriendly environments. Evidence from the research shows that job satisfaction is important among the College workers and one crucial ingredient to retain employees (Bennet et al., 2006)

Looking at the distribution of the responses and their degree of deviations, it is true to some extent that when workers of the College are motivated, their ability to increase productivity will be high. It is suggested that management can use skill variation as a motivator and improve job satisfaction (Bennett et al, 2006). Though there are certain situations some workers of the institution's attitude may not be reversible and stringent measures needs to influence them to work hard. In an attempt to validate the role of motivation in the institution, 81% of the respondents opined that induced hard work was their preferred form of encouragement to elicit the desired outcome. In contrast, 29% of the respondents argued that expertise was more preferred. Arguably, this demonstrates a weak correlation between the various forms of variables that motivate an individual in College. In such a situation, productivity does not lead to rewards, so effort in that direction is not seen as worthwhile due to the weak correlation. These analyses clearly show that individual worker's expectancy of returns for a job performed vary and which has become a problem of management as to which is the satisfactory way of motivating workers for a good job done (Smith, 1994; Kovach, 1987).

Table 8. Relationship between Workers' Motivation and Productivity

Correlation between motivation		Motivation	Motivation and work
Motivation	Person Correlation	1	.151
	Sig. (2-tailed)		.066
	N	150	150
Motivation and Person Correlation Work productivity		0.151	1
	Sig. (2-tailed)	0.066	
	N	150	150

Source: Field Survey 2021

The two variable theory was used to determine the relationship between motivation and work productivity. The rationale was to establish from the findings whether there was some degree of association between motivation and work productivity. The Pearson correlation coefficient was used to determine the relationship between motivation and productivity. From the table, the Pearson correlation coefficient showed weak positive correlations of 0.151 which is statistically significant at 10% level of confidence. The implication of the coefficient is that, motivation has significant positive influence on productivity and for that matter, upward adjustments of motivation would result in higher work productivity of workers. That is when workers are motivated their work efforts or output will increase. This finding is consistent with empirical literature since renowned scholars have contributed immensely on motivation and have attested to the positive correlation of motivation and work productivity. For instance, Nel et al., (2001:23), indicated that “a motivated person has the awareness of specific goals must be achieved in specific ways; therefore, he/she directs its effort to achieve such goals.” It means that motivated person is best fit for the goals that he/she wants to achieve, as he/she is fully aware of its assumptions.

Therefore, if the roles of managers are assumed to successfully guide employees towards the organizational agenda of achieving its objectives, then it is very important for them to educate and understand those psychological processes and undertakings that root cause the stimulation, direction of destination, determination and persistence of voluntary actions (Roberts, 2005).

Conclusion

Motivation remains a vital push factor in the productivity of workers. Notwithstanding this, in College of Nursing and Midwifery Yola, workers were found to be poorly motivated. The poor motivation has had a domino effect on work productivity and the output of workers. It has resulted in poor attitude towards work, lateness to work, absenteeism and indiscipline. The importance of reward in the day-to-day productivity of workers duties cannot be overemphasized, especially when it comes to being rewarded for a job done. It is a well-known fact that human productivity of any sort is improved by increase in motivation. Going by the findings of this study, it can be easily inferred that workers reward package matters a lot and should be a concern of both the employers and employees.

Recommendations

- i. Government employers should rethink pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees to high productivity.
- ii. the College should institute scholarship schemes for staff not only as a form of motivation but also as a means of enhancing the capacity of staff to increase their output in the organisation
- iii. Government should grant special intervention for the institution to create a conducive work atmosphere and good conditions for workers to carry out their duties.

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