

IMPACT OF MOTIVATION ON EMPLOYEE PRODUCTIVITY IN YOLA SOUTH LOCAL GOVERNMENT AREA OF ADAMAWA STATE

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ABSTRACT

The research work is concerned with Motivation as Strategy for Employee Productivity, using Yola South L.G.A as a case study. The main objective examines the effect of motivation on employees' productivity in Yola South Local Government Area. Data were collected through structured questionnaire. Survey method was used to analyse the effect of motivation on employees' productivity in Yola South Local government Area and random sampling technique was used to stratify the sample population. The total sample size of the study consists of hundred 100 workers of Yola South Local Government Area. It was found out that adequate staff motivation will enhance employees performance, that the higher the motivation the lesser the friction between boss and subordinate, that appreciation is a form of motivation for staff in the council. That frequent training programmes can improve employees' productivity in the council. The study recommends that more priority be given to the employee welfare and promotions to encourage better productivity of workers.

Introduction

Effort has been made to get workers to come on time and work maximally for their pay. 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. Motivation has fixed meaning in the contemporary psychology. Staff motivation started in Nigeria in 1950. It has also started in many other African countries with the introduction of wage employment (Markus et al., 2021). Organizations with varying philosophies and objectives are usually set up for specific purposes. The extent to which these organizations can realize their objectives depends substantially on the ability of their leaders in marrying the goals of such organizations with the goals of the individuals in them. As a result, the whole objectives of human resources management is to secure from the employees maximum performance in terms of the predetermined objectives and for employees to be committed in their duties, they have to be motivated by their employers (Pavin, 2017).

Employers are faced with needs, desires, motives and expectations which are activators or energizers of behaviour. Deficiencies in the needs and in, the proportions in which they are needed by employees create a state of disequilibrium or tension. By adopting certain behaviours, the individual tries to return to a state of equilibrium. This is the real orientation component of the definition when incentives and reinforcement are provided by management as a result of behavioural consequences or outcomes, then through a feedback top, the inner state is modified and the new state evaluated against the needs desire to give rise to a new behaviours (Robbins, 2019).

According to Maslow, (1970) man never seems satisfied. He is forever restlessly fulfilling needs and one success seems to be a spring board for another round of pursuit. The theory suggested give categories of needs which are: Physiological needs, safety needs, social needs, esteem needs and self-actualization. He said that employees are only motivated when their needs at any point in time are provided (Saul, 2023).

Trahair (2007) postulate the work of Elton mayo and his associates, through the Hawthorne plant experiment claim that Taylor's scientific management theory paid insufficient attention to human factor in productivity. According to them economic motives was less important than emotional attitude and factors. The studies suggest that motivation and productivity are the result of complex behaviour pattern and can be influenced by many variables. Therefore, in order to produce need satisfaction and to motivate, one must know to what incentives people will be responsive and the working environment must be structured as to provide opportunities for the satisfaction of these needs (Cole, 2017).

Statement of Problem

The problem of low employee motivation and productivity is a significant challenge facing Yola South Local Government, leading to issues like low job satisfaction, high turnover rates, and poor service delivery, ultimately affecting the organization's overall performance and ability to achieve its goals. Despite the importance of motivation in enhancing employee productivity, many employees in the local government are not motivated, leading to low job satisfaction, high turnover rates, and poor service delivery. This problem has significant implications for the overall performance of the local government and the well-being of its employees.

When employees in public organization are not positively induced by way of motivation, productivity no doubt is bound to be affected negatively, a company or organization that is business oriented want profit and if the profit is at the expense of the employees, it is more likely that it will not survive for a long time. Inadequate motivational scheme in public sector can lead to non-accomplishment of organization goals.

Objectives of the Study

This research work hopes to achieve the following objectives.

- i To identify the factors that influence employee motivation in Yola South Local Government.

Research Questions

- i What are the factors that influence employee motivation in Yola South Local Government?

Conceptual Framework

The concept of motivation has been extensively studied in various fields, including psychology, education, and business. Motivation is a crucial factor that influences an individual's behaviour, performance, and productivity (Maslow, 1943). In the context of organizational behaviour, motivation plays a significant role in determining employee productivity and job satisfaction (Herzberg et al., 1959). Motivation is a complex and multifaceted concept that has been defined in various ways by different researchers. Motivation can be intrinsic or extrinsic, with intrinsic motivation being driven by internal factors such as personal satisfaction and enjoyment, and extrinsic motivation being driven by external factors such as rewards and recognition (Armstrong, 2020),

Employee productivity is a critical aspect of organizational success, and motivation plays a significant role in determining employee productivity (Drucker, 1954).

According to Armstrong (2020), employee productivity is influenced by various factors, including motivation, job satisfaction, and work environment. Organizations that foster a positive work environment and provide opportunities for employee growth and development are more likely to have motivated and productive employees (Hackman & Oldham, 1976).

Concept of Motivation

Motivation is a complex and multifaceted concept that has been studied extensively in the field of psychology and management. According to Maslow (1943), motivation refers to the driving forces that initiate and sustain an individual's behavior towards achieving a particular goal.

- i **Intrinsic Motivation:** This type of motivation is driven by internal factors, such as personal satisfaction and enjoyment.
- ii **Extrinsic Motivation:** This type of motivation is driven by external factors, such as rewards and recognition.

Monetary Incentive

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 of subordinate toward work in the organization (Park et al., 2010),

Job Transfer and Satisfaction

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 the five factors employees say they want to obtain from work. There is a growing need among managers to understand issues concerning organizational 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 view job satisfaction as not the same as motivation, although clearly linked (Garg et al., 2016).

Promotion

Koch and Nafziger (2012) disclosed 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

Job Security

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.

Concept of Employee

The concept of employee productivity is closely related to the concept of job satisfaction. According to Locke (1976), job satisfaction refers to the level of contentment an employee has with their job, work environment, and organization. Job satisfaction is influenced by various factors, including motivation, work environment, and organizational culture (Spector, 2018). Organizations that prioritize employee job satisfaction are more likely to have motivated and productive employees (Judge et al., 2020).

However, an employee is an individual who works for an organization in exchange for compensation, such as salary, wages, or benefits. According to Armstrong (2020), employees are the most valuable assets of an organization, and their performance and productivity are critical to the success of the organization.

- i **Employee Engagement:** This refers to the level of emotional, cognitive, and behavioural involvement an employee has with their work.
- ii **Employee Satisfaction:** This refers to the level of contentment an employee has with their job, work environment, and organization.

Concept of Productivity

Productivity is a measure of the output of an individual, team, or organization, relative to the inputs of labour, materials, and equipment. According to Drucker (1954), productivity is the key to organizational success and is critical to achieving competitive advantage.

- i. **Employee Productivity:** This refers to the level of output of an individual employee, relative to their inputs of labour and materials.
- ii. **Organizational Productivity:** This refers to the level of output of an organization, relative to its inputs of labour, materials, and equipment.

Different Perspectives on Productivity

Politicians, economists, and pundits talk about it at a macro level. Business leaders and managers worry about it in terms of their teams and employees working in a hybrid environment. And most of us, individually, make some assessment as to whether we "felt" very productive on a given day. Each of these examples incorporates a different view of productivity. Here are a few examples of different perspectives on productivity.

Personal Productivity

Productivity can mean different things in different contexts, especially with the rise of knowledge work and automation. Personal productivity refers to how consistently and efficiently an individual completes tasks or accomplishes goals.

Understanding the different layers of productivity can help you see how your personal productivity at work contributes to your business's productivity and maybe even how both relate to your country's productivity.

Organizational productivity

Productivity at the company level revenue relative to employee labour hours in a quarter can seem far removed from our own activities, which might see results or deliver value in a different timeframe.

Productivity in the Workplace

Workplace productivity is the value each team brings to the success of the overall business. It measures the output of individuals or teams to better understand how an organization can optimize its workflows.

Importance of Productivity

Fostering employee productivity that drives business outcomes is an essential part of business success. And it also has a positive impact on employees.

- i. **For Businesses:** Productivity growth signifies the health and growth of the company. A productive business can expand, offering new services and potentially lowering prices.
- ii. **For Employees:** Productivity is important because it keeps individuals progressing toward their full potential. Being productive allows us to manage our work, home lives, hobbies, and family commitments with ease and peace of mind.

Empirical Review

The relationship between motivation and employee productivity has been extensively studied in various fields. Several empirical studies have investigated the impact of motivation on

employee performance, and the findings have consistently shown that motivation plays a crucial role in enhancing employee productivity.

Studies on Motivation and Employee Productivity

A study by Khan et al. (2018) examined the impact of motivation on employee performance in the banking sector. The results showed a significant positive relationship between motivation and employee performance. The study concluded that motivated employees are more productive and efficient in their work. This finding is consistent with other studies that have shown that motivation is a key driver of employee performance.

Impact of Motivation on Employee Performance

Motivation can impact employee performance in several ways. For example, motivated employees are more likely to be engaged and committed to their work, which can lead to higher levels of productivity. Motivation can also influence employee behaviour, such as attendance and punctuality, which can impact overall performance.

Factors that Influence Motivation

Several factors can influence employee motivation, including job satisfaction, recognition, and rewards. A study by Shahzadi et al. (2014) examined the impact of motivation on employee performance in the service sector. The results showed that motivation had a significant positive impact on employee performance. The study concluded that organizations should focus on motivating employees to improve their performance (Vuori et al., 2018).

Organizational Implications

The findings of these studies have important implications for organizations. By prioritizing employee motivation, organizations can enhance productivity, efficiency, and overall performance. Organizations can use various strategies to motivate employees, such as providing recognition and rewards, offering training and development opportunities, and creating a positive work environment.

Theoretical Framework

The theoretical framework that underpins this study is the Two-Factor Theory of Motivation, also known as the Motivation-Hygiene Theory. This theory was chosen because it provides a clear framework for understanding the factors that influence employee motivation and job satisfaction. Developed by Frederick Herzberg in 1959, this theory identifies two separate factors that affect employee motivation: motivators (such as recognition, achievement, and growth opportunities) and hygiene factors (such as salary, working conditions, and company policies).

This theory is particularly relevant to this study because it highlights the importance of understanding the specific needs and expectations of employees in the Yola South Local Government Area. The theory posits that job satisfaction and job dissatisfaction are influenced by two separate factors: motivators and hygiene factors.

- i. **Motivators:** These are factors that contribute to job satisfaction, such as recognition, achievement, and growth opportunities.
- ii. **Hygiene Factors:** These are factors that contribute to job dissatisfaction, such as salary, working conditions, and company policies.

According to Abraham Maslow (1943, 1954), human needs were arranged in the form of a hierarchy, with physiological (survival) needs at the bottom, and the more creative and intellectually oriented 'self-actualization' needs at the top.

Maslow argued that survival needs must be satisfied before the individual can satisfy the higher needs. The higher up the hierarchy, the more difficult it is to satisfy the needs associated with that stage, because of the interpersonal and environmental barriers that inevitably frustrate us. Higher needs become increasingly psychological and long-term rather than physiological and short-term, as in the lower survival-related needs.

- i. **Physiological needs** these are biological requirements for human survival, e.g., air, food, drink, shelter, clothing, warmth, sex, and sleep. Our most basic need is for physical survival, and this will be the first thing that motivates our behaviour. Once that level is fulfilled, the next level up is what motivates us, and so on. If these needs are not satisfied, the human body cannot function optimally. Maslow considered physiological needs the most important as all the other needs become secondary until these needs are met. Once an individual's physiological needs are satisfied, the needs for security and safety become salient.
- ii. **Safety needs** people want to experience order, predictability, and control in their lives. Safety needs can be fulfilled by the family and society (e.g., police, schools, business, and medical care). For example, emotional security, financial security (e.g., employment, social welfare), law and order, freedom from fear social stability, property, health and wellbeing (e.g., safety against accidents and injury). After physiological and safety needs have been fulfilled, the third level of human needs is social and involves feelings of belongingness.
- iii. **Love and belongingness needs** belongingness refers to a human emotional need for interpersonal relationships, affiliating, connectedness, and being part of a group. Examples of belongingness needs include friendship, intimacy, trust, acceptance, receiving and giving affection, and love. This need is especially strong in childhood and can override the need for safety as witnessed in children who cling to abusive parents.
- iv. **Esteem needs** are the fourth level in Maslow's hierarchy and include self-worth, accomplishment, and respect. Maslow classified esteem needs into two categories: (i) esteem for oneself (dignity, achievement, mastery, independence) and (ii) the desire for reputation or respect from others (e.g., status, prestige).

- v. Esteem presents the typical human desire to be accepted and valued by others. People often engage in a profession or hobby to gain recognition. These activities give the person a sense of contribution or value. Low self-esteem or an inferiority complex may result from imbalances during this level in the hierarchy. Maslow indicated that the need for respect or reputation is most important for children and adolescents and precedes real self-esteem or dignity.
- vi. **Self-actualization needs** are the highest level in Maslow's hierarchy, and refer to the realization of a person's potential, self-fulfilment, seeking personal growth, and peak experiences. This level of need refers to what a person's full potential is and the realization of that potential. (Maslow, 1943).

Methodology

The survey design was used to investigate the impact of motivation on employee productivity in Yola South Local Government. The survey design was suitable for this study because it allowed for the collection of data from a large number of respondents and provided insights into the attitudes, perceptions, and experiences of employees. A questionnaire was designed to collect data from employees in Yola South Local Government, and the questionnaire was used to gather information on the impact of motivation on employee productivity, including factors such as job satisfaction, recognition, and rewards.

Findings

The study shows that majority of the respondents are male. Certainly, majority of them affirmed the effectiveness of motivation that help to improve the performance and productively of staff in organization using Yola South Local Government of Adamawa State. While all the respondents affirmed that lack of motivation has negatively affect their performance in the organization. Out of 100% of the respondents 80 of them representing 80.% affirmed that motivation improve staff development in the public sector, while 76 of the respondents representing 76% affirmed that training programmed enhanced the growth and development of employees in an organization.

Its evidence from the findings that out of 100 respondents 87 of them representing 87% agreed that low staff welfare affect the achievements of staff in the organizational objectives, then 3 respondents representing 3% of the total respondents agreed that they benefit with over time allowance in their organization while 97 respondents representing 97% said no, they did not benefit with overtime payment in their organization.

Conclusion

Motivation remains a vital push factor in the productivity of workers. Notwithstanding this, in Yola South Local Government of Adamawa State. Workers found to be not highly motivated. It is a well-known fact that human productivity of any sort was 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

Having established the statement of problem and research question raised, followed by data collected through the use of questionnaires from respondents the data obtained were analysed and findings therefore, the researcher recommended the followings:-

- Government employers should rethink pay policies and procedures that will enable them attract, motivate, retain and satisfy their employees to high productivity.
- Government should grant special intervention for the council to create a conducive working atmosphere and good conditions for workers to carry out their duties,
- In house training and workshop should be organised to the workers this will enable them update their knowledge in their primary duties.
- Workers need to be encouraged by given overtime payment for deserved worker as a reward.
- The council should form a contributory scheme like a co-operative union to assist workers with soft loans that will serve as a strategy for enhancing better productivity of workers.

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