

**IMPACT OF MOTIVATION ON THE PRODUCTIVITY OF CEMENT
COMPANY OF NORTHERN NIGERIA PLC, SOKOTO**

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ABSTRACT

This study examined the impact of motivation on the productivity of Cement Company of Northern Nigeria Plc, Sokoto. The data collected through questionnaire administered were presented and analyzed first using descriptive statistics such as frequency distribution, percentage as well as mean scores. Afterwards, a simple regression analysis was employed using the ordinary least square (OLS) method in estimating the linear relationship between staff motivation and productivity. Findings from the analysis revealed that the company adopts series of motivation activities on its teaming staff by increasing salaries, entitlement, annual leave, adequate medical attention, creative thinking and innovation, promotional prospect, good and cordial relationship with management. However, the impact of staff motivation was not significant enough to induce a meaningful improved productivity of the Company. Foregoing from the findings therefore, it was recommended that the company should put in place effective strategies to motivate the staff. This is because a well-motivated staff will have a high morale to do the work diligently thereby increasing productivity.

Keywords: Motivation, Productivity, Employees, Organization, Incentives.

1. INTRODUCTION

Employees are considered as one important asset of an organization. There is a growing need to make them do their jobs properly towards achieving the organizations' objectives. Employees need adequate incentives to perform their duties in order to attain the required goal. Organizations want to use maximum potential of their human resources to stay in the competition and to survive because great organizations are built on the inherent value of their human resources coupled with the motivation and commitment of its employees (Mohsen, 2014).

Tella et al., (2017) point out the need for effective motivation at various levels in an organization in order to make employees satisfied and better committed to their jobs. This is

more so since well-motivated and committed employees with high levels of job involvement represent an important asset to an organization for better productivity.

George, (2011) argued, that effective motivation tends to stimulate workers to take actions towards achieving organizational goals. Mohsen, (2014) points out that building a motivated and well committed workforce is a key to success in the competitive environment. Organizational commitment is considered as a very important work attitude in organizational behavior.

Motivation in an organization may be intrinsic or extrinsic. Intrinsic motivation includes employee well-being, relationship with co-workers, relationship with managers, organizational policies, etc. While extrinsic may take the forms of training and career development, good working conditions, compensation, promotion amongst other factors.

A well administered motivation induces employees to work better towards achieving the organization's goal. It will also create a cordial atmosphere between subordinates and management in such a way that results in better productivity in the organization.

A well-motivated employee tends to be more innovative and goal oriented as he finds better ways to complete a task.

However, companies are facing challenges of employees' turnover resulting for lack of adequate motivation. Considering the great role of employees in the survival of an organization, effective motivation and a healthy work environment are very crucial. This is very important because de-motivated employees can only engender a decline in business productivity and effectiveness. An organization can succeed only when the employees are motivated and satisfied (Manzoor, 2011).

James (2014) cited some warning signs of a de-motivated workforce to include poor workplace atmosphere and dwindling productivity. However, some managers fail to recognize the essence of effective motivation in an organization in enhancing employees' performance as well as organizational productivity levels. This has continued to present a major concern for organizations over the years as the level of productivity of the workforce has relatively declined (Akerle, 2015).

People differ in what motivates them to work. For instance, people may work hard because of recognition, advancement, financial gains, social security, and sometimes because of some incentive system that rewards their efforts. The challenge to management therefore, is to recognize the impacts of the various motivational methods on work behaviors of people within the organization. The ability of management to match the employees' needs with appropriate incentives determines the success or otherwise of such motivation system.

In the same vein, most of the time the motivational techniques practiced in some organizations failed to match the social and economic realities of the workers, and thus make them, especially the lower and middle level workers, become increasingly frustrated and dissatisfied with the organization. However, many organizations are yet to take positive steps towards addressing this ugly situation.

Following from the above therefore and going by the contrasting views of authors on this all important issue, the study seeks to examine the actual impact of motivation on the productivity of Cement Company of Northern Nigeria Plc. Sokoto. The study also examines

the factors that motivate employees to perform in an organization. It also seeks to identify the problems associated with the motivation of workers in the organization with a view to proffer appropriate solutions to them.

2. LITERATURE

2.1 The Concept of Motivation

Jones & George, (2016) describe motivation as psychological forces determining the behaviors of individuals in an organization. It affects the levels of effort and persistence of personnels. Three major three major components of motivation were identified by Jones & George (2016), which include direction, intensity, and persistency.

Direction is a goal that forces an individual to perform an act to achieve it. An individual may choose a goal consciously or unconsciously. The choice in selection of a goal is largely influenced by certain factors which include internal and external factors, and the final goal is the best one chosen among potential alternatives.

The intensity refers to the level of effort put in the process of achieving the goal by the individual. It involves how hard an individual has tried, and how much energy, time, money, or any other mental or physical resources used during the process to achieve the goal. Robbins and Judge, (2013) describe persistence as your ability to maintain the motivation through times even though obstacles may exist. Motivation is key to success. A motivated person is likely to willingly put his best into the task in order to achieve result. The employees feel satisfied and fulfilled when goals are achieved, and creates a positive working attitude in the workplace.

Motivation can classified as Intrinsic (internal) motivation and Extrinsic (external) motivation.

2.2 Types of Motivation

Martocchio, (2016), Lin, (2017) classified motivation as either intrinsic or extrinsic in the workplace or other settings.

2.2.1 Intrinsic motivation

Ryan & Deci, (2000) describe intrinsic motivation as being derived from within the individual or from the activity itself, it has an affirmative outcome on the conduct, performance and well-being of an individual. It is what workers derive because of their success in completing a task. Such intrinsic motivations include the chance to showcase expertise and abilities, receive gratitude, freedom, responsibility, good recognition as well as mutual respect.

The believe that the job is able to satisfy his wants, George and Jones (2012) opined, is enough to keep an employee well devoted to his job. The inspiration to work emanates from within the individual. The worker would be naturally motivated because he derives happiness in doing the job. For instance, a domestic worker in an organization whose pay is quite low compared to other workers would even go as far as cleaning the surroundings every time and even for extra hours to clean not because of an increase in pay but because he is happy with what he does. Such a motivation originates from rewards that are considered inherent in a job or activity itself such as the pleasure an individual derives from a particular game.

2.2.2 Extrinsic motivation

Extrinsic motivation are those behaviors that are external to the work, e.g compensation, conditions of work, safety, welfares, elevation, etc. the particular organization usually determine these motivators. Extrinsic behaviors require workers to work hard or put in extra hours in order to get the reward that attached to such performance. Workers are motivated to put in their bests for the additional benefits they expect. George and Jones (2012) point out that an extrinsically inspired individual will be dedicated because of the rewards attached. For instance, an organization may use good pay as a strategy to motivate workers to perform thereby improving organizational performance.

Motivation that is considered extrinsic stems from outside of the performer. Money can be said to be the greatest example, nevertheless coercion and the fear of punishment are also common extrinsic motivations. In various organizations, Competition is seen as extrinsic since it encourages the workers to out-perform their competitors, rather than appreciate the intrinsic rewards associated with the activity. The basic difference between intrinsic and extrinsic motivation is that while intrinsic motivation is induced by internal forces or those within oneself, extrinsic motivation is triggered by external forces (Giancola, 2014).

2.3 Motivation and Organizational Productivity

All organizations strive to succeed and maintain a constant progress even in a current highly competitive business environment. In order to achieve their goals, strategies must be put in place with the effective utilization of available resources. Some organisations believe that their employees are an important asset that can lead them to overcome difficulties, exceed their limits and reach prosperity. The companies that put their personnels in the centre of the business and maintain a positive relationship with them, persuade them towards task fulfillment usually result in higher productivity (Adi, 2012).

Companies at times may face challenges of employee's turnover. Acknowledging the important role of employees towards organizational success, such organisations may resort to retaining employees by creating motivation and a healthier workplace. Unless the employees are well motivated and satisfied, an organization cannot succeed (Manzoor, 2011). Many researchers have shown that motivated employees perform work better than demotivated ones.

Motivated employees are more innovative as they are always looking for better ways to execute tasks. They are self-directed and goal-oriented. They can produce high-quality work with better efficiency and productivity (Boundless, 2017), which also leads profit maximization. (Matthew, Grawhich & Barber 2009). Employee motivation has a strong influence on the effectiveness of an organization (Paul, 2017).

In this research, the focus is mainly on organization performance resulting from employees' motivation. In summary, motivation is important to both an individual and the organization. For an individual, motivation is an essential factor that encourages a person to achieve his/her personal goals.

Within an organization, motivation is said to be a factor that leads to employee satisfaction. Also, motivation inspires a person to widen his/her knowledge, to explore and unleash his/her full capabilities and potential. Correspondingly, from the organizational aspects, motivation leads to a positive attitude in the workplace, easy adaptation to changes and more creativity. The more motivated the employees are, the more contribution they bring, thus the more profitable and successful is the business (MSG Experts 2017).

2.4 Empirical Review

Some of the extant studies that have examined the impact of motivation on organizational productivity are highlighted here. For instance, Abioro (2013), studied the effect of employee's motivation on organizational performance. Questionnaires were used to collect primary data. The dependent variable in the study is organizational performance while the independent variable which is employee's motivation. Three different hypotheses were formulated and tested using descriptive statistics and correlation coefficients techniques respectively in order to establish whether there is a relationship between employees' motivation, compensation, work environment and organizational performance. Findings from the research indicate a positive effect of employees' motivation on organizational performance.

Also in the study of Muogbo (2013) on the impact of employee motivation on organizational performance in some selected firms in Anambra State, Nigeria. The study employed descriptive statistics to analyze the three research questions posed for the study. The Spearman Rank Correlation Coefficient was used to test hypotheses. The findings from the analysis revealed that there is a relationship between employee motivation and the organizational performance. The study reveals that extrinsic motivation has a significant effect on the performance of employees. This is in line with equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers. Osabiya, (2015) also carried out a study on the impact of employee's motivation on organizational performance. The survey revealed that, among the top ten critical factors, teamwork, work based on contract, supervision based on leadership by example and provision of equipment had great effects on motivation and positively impacted on productivity.

Kashmala and Shah (2015) studied the impact of employees' motivation on the performance of an organization in oil and gas sector of Pakistan. The research was carried out on different level of management in oil and gas sector of Pakistan. Data collected through questionnaire was analyzed using regression and correlation methods. The findings indicate that the employees become satisfied, more productive and the performance of the organization is enhanced with proper motivation.

Nabi, Islam, Dip and Al-Hossain (2017) conducted a study on the impact of motivation on employee performance in Karmasangsthan Bank Limited, Bangladesh. A sample of individuals was selected and was interviewed with self-administrated questionnaire to obtain primary data. The data were analyzed using descriptive statistical analysis methods. The

results obtained indicate that positive motivation improves the efficiency of the employees for achieving organizational goals.

Taylor and Vest (2017) investigated the effect of financial incentive and its removal on workers performance and productivity. The findings revealed that the employees who receive personal inducements performed better than those in the control group. Assam (2018) also examined the role of extrinsic and intrinsic motivation on productivity among Nigerian workers. The study showed that the assumption that low income of employees will be inherently motivated to be highly productive by extrinsic motivation was not validated. Also the assumption that higher incomes employees will place great value on intrinsic motivations than lower income employees was also not validated.

Emeka, Amaka and Ejim (2017) studied the effect of employee motivation on organizational performance of selected manufacturing firm in Enugu State. The study used descriptive statistics as well as the Spearman Rank Correlation Coefficient to analyze data. The findings from the analysis indicated that extrinsic motivation has a significance influence on the workers' performance.

Also, Hazhar (2019) carried out a study on the effect of motivation on employee productivity in some selected Private Bank in Kurdistan Regional Government. Questionnaires were used to collect data from a sample of 130 employees from the various private banks. The result from the study revealed that goals were widely used as motivators in the banks. It was also revealed that the employees were not satisfied with their salaries.

In the study of Mohammed (2019) on employee motivation and productivity, the paper conducted a review of some of the keys theories and empirical studies on motivation and its impacts on employee productivity drawing experiences from diverse organizational settings Nigeria and several other countries. The study reviewed that there are different factors to consider as motivating employees which include monetary and other non-financial like recognition and challenging jobs.

Samuel (2019) also studied the effect of motivation on productivity in the First Bank Nigeria Plc. Questionnaires were administered on six geopolitical zones of Nigeria. The result from the statistical analysis showed that quality of supervision has positive effect on employees' motivation to work better. It was found out that workers perception on what obtained in the organization will motivate him to greater productivity.

Maduka and Okafor (2019) studied the effect of motivation on employee's productivity in manufacturing company, Nnewu. Two sets of questionnaires were employed in the study. One set was administered on management staff and the other on junior staff. The study revealed that salaries paid to junior staff in the company were much below what was stipulated by the Nigerian National Joint Industry Council. It further showed that, the junior staff is rarely promoted and they prefer financial incentives to the non-financial incentives.

Drawing on expectancy theory, Ashfaq, Butt and Ilyas (2020) explore how and when volunteers' motivational drives for volunteering relate to organizational policies and practices. Their findings revealed that the same behaviour may serve different functions for different individuals. Most of the motivational drives need to be tapped with specific tasks

and events to become a source of fulfilment for volunteers, this plays a vital role in their decisions to continue volunteering.

Foregoing from the empirical studies reviewed above many of them were conducted in the southern parts of the country or other parts of the world. However knowing fully that what motivate workers are different in different places, hence this current research was conducted in the northern part of Nigeria to investigate the relationship between staff motivation on organizational productivity in the region.

3. METHODOLOGY

The research design adopted is survey in nature in which structured questionnaires were designed by the researcher containing series of questions for the staff of Cement Company of Northern Nigeria Plc, Sokoto in order to proffer solutions to the problems under investigation. Osuala (2015), argued that sample survey was the best method available to a social scientist interested in collecting original data for descriptive purposes. It was concluded that surveys do more than uncover data, they interpret, synthesize and integrate data as well as pointing to implications and interrelations. Hence, a sample survey was adopted for this research.

The study employed systematic and stratified random sampling techniques to collect data from a sample of one hundred (100) respondents comprising of both senior and junior staff out of a total population of 195 employees of Cement Company of Northern Nigeria Plc, Sokoto

The data collected through questionnaire administered were presented and analyzed first using descriptive statistics such as frequency distribution, percentage as well as mean scores. Afterwards, a simple regression analysis was employed using the ordinary least square (OLS) method in estimating the linear relationship between staff motivation and productivity.

3.2 Model Specification

The model for this study was specified in line with Abioro (2013) and Kashmala and Shah (2015), with some modifications, in order to elicit the relationship between staff motivation and productivity. Organisational productivity is the dependent variable, while staff motivation represents the independent variable in the model.

Hence the model is specified in the following functional form:

$$Y = f(x)$$

Where: Y = Productivity

X = staff motivation

This can be stated in a more explicit form as:

$$\text{Productivity} = f(\text{Motivation})$$

3.3 Research Hypothesis

The following alternative and null research hypotheses were formulated to guide this study.

Ho: There is no significant relationship between employees motivation and organizational productivity.

Ho: There is a significant relationship between employees motivation and organizational productivity.

4. RESULTS AND DISCUSSION OF FINDINGS

Summary of the Regression Result of Staff Motivation on Productivity.

Dependent Variable	Constant	Independent Variable	Statistical Summary			
			R	R ²	F	Sig. F Change
Productivity	Constant	Staff Motivation				
	3.936	0.082	0.114	0.013	0.263	0.614
	(5.971)	(0.513)				

Source: Author's computation

Note : The t - Ratios are in parentheses .

The result in table 4.9 above shows that there is positive relationship (0.082) between staff motivation on organizational productivity. This implies that productivity is a positive function of motivation i.e an increase in staff motivation will induce improved organizational productivity.

The correlation coefficient shows that a correlation of 11.4% exists between staff motivation and organizational productivity. The relationship is positive though very low indicating that staff motivation has some relationship with organizational productivity.

The coefficient of multiple determinations (R²) shows that the motivation explains just 1.3% of variation in the behaviour of organizational productivity, while the remaining 98.7% can be accounted for by variables outside this model.

The result of the T-test shows that the estimator of motivation is not statistically significant at both 95% and 99% confidence levels with 1 degree of freedom (d.f). This shows that the estimator of motivation is not significantly different from zero. Hence the Null hypothesis (H₀) that there is no statistically significant relationship between staff motivation and productivity is accepted while rejecting the alternative hypothesis that there is a statistically significant relationship between them.

Similarly, the result of the F-test also shows that the entire model is not statistically significant at 95% and 99% confidence levels. Thus again, the Null hypothesis (H₀) that there is no statistically significant relationship between staff motivation and productivity is accepted while rejecting the alternative hypothesis that there is a statistically significant relationship between staff motivation and organizational productivity.

4.2 Discussion

The analysis revealed that the organization put in place effective strategies to motivate its work force for improved performance. Workers are motivated with good promotion prospect, good pay and relevant training to acquire new skills. It promotes competition which encourages performance to strive to surpass their rivals, encouraging creative thinking and innovation. Necessary equipments are put in place while workers have responsibilities related to their work. The organization also provides a healthy working environment as well as additional incentives to increase performance.

The analysis indicates that effective staff motivation strategies put in place by the organization makes the motivated employees perform better which results in high productivity. No doubt, the more motivated the employees are the more contributions and hence successful is the business. The result of the regression analysis revealed a positive relationship between staff motivation and organizational productivity. This implies that increase in staff motivation will induce improved organizational productivity.

Hence, it can be seen that motivation plays a major role in improved productivity of an organization. This is in consonance with Manzoor, (2011) who points out that unless and until the employees are motivated and satisfied, an organization cannot succeed. A host of other studies have also shown that motivated employees perform work better than demotivated ones with ultimate impact on improved productivity of the organization.

The tests of hypothesis conducted however upheld the Null hypothesis (H_0) that there is no statistically significant relationship between staff motivation and productivity while rejecting the alternative hypothesis that there is a statistically significant relationship between staff motivation and productivity of the organization.

Although the impact is not significant, there is an evidence suggesting that effective staff motivation induces improved productivity of an organization.

5. CONCLUSION AND POLICY RECOMMENDATIONS

This study investigates the impact of motivation on the productivity of Cement Company of Northern Nigeria Plc, Sokoto. In view of the findings that emerged from data analysis the study concludes as follows:

The cement company in Sokoto adopts motivation activities by ensuring motivation through fair hearing, responsibilities related to their work, necessary equipment being put in place and a healthy working environment. They satisfy their teaming staff by increasing salaries, entitlement, annual leave, adequate medical attention, creative thinking and innovation, promotional prospect, good and cordial relationship with management. All these motivate staff and thereby increase productivity.

Although the impact is not significant, there is an evidence suggesting that effective staff motivation has induced improved productivity of Cement Company of Northern Nigeria Plc, Sokoto. It is therefore concluded that motivation plays a major role in improved productivity of an organization. This is particularly true and in line with Osabiya, (2015) that unsatisfied

workforce can only perform unsatisfactorily. It is therefore very vital that the management ensures that the employees are satisfied in their jobs so that the latter may put in their bests towards achieving the goals of the organization. The success of any organization depends on the ability of the management to motivate and provide conducive environment for the employees. The company should put into consideration additional incentives for increased performances. This will enable the staff to be more motivated because more incentives results in increased productivity. The company should also bear in mind that a conducive working environment and job security play a positive role and ensure that workers are motivated thereby increasing the productivity of the company.

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